

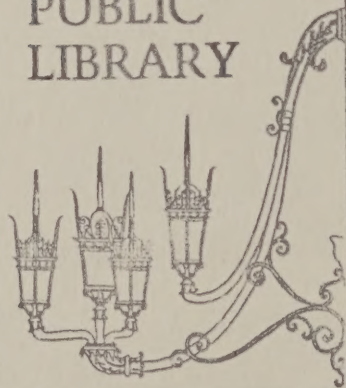
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PLANNING FOR BOSTON'S NEXT DECADE OF DEVELOPMENT 1980~90

City of Boston
Kevin H. White, Mayor

Boston Redevelopment Authority
Robert J. Ryan, Director



PLANNING FOR
BOSTON'S NEXT DECADE OF DEVELOPMENT
1980-90

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May 1980

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CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL, BOSTON

KEVIN H. WHITE
MAYOR

D R A F T

FOREWORD

Kevin H. White, Mayor
City of Boston

Boston is a great city whose resiliency, staying power, and ability to face the future have never been stronger than they are right now. Boston and its Mayor look to the 1980s with the confidence that comes from a secure identity, a solid economic base, and a well-developed plan for the decade ahead.

Boston's revival in the last decade provides the platform for even greater gains in the 1980-90 years. Boston now has a modern economy, well in tune with those national activities expected to grow most rapidly. A substantial share of the public infrastructure is new or renovated. Historic preservation and the conversion of older structures have been extensive. The goal of stabilizing neighborhoods has been largely achieved. The City is providing a broader range of public services than thirteen years ago, with levels of municipal employment and expenditures (adjusted for inflation) no higher. Boston has learned how to use tax incentives, public improvements and infrastructure outlays, together with public policy and planning, to encourage private investment.

Looking ahead to the decade of the 1980s, our plan is to build on the good health of the City, to help implement ambitious projects and programs, to pursue our potential, and to create the 80,000 net new permanent jobs within our grasp. We will reshape the shoreline, add to the sparkle of Downtown and improve the well-being of our neighborhoods. Boston's agenda for the eighties is ambitious, detailed and absolutely achievable.

With the resurgence of the Boston and New England economies, we have it within our means to do many things. We can create the jobs, raise living standards, further narrow the income gap, ease racial tensions, and advance toward harmony. We can continue to attract the best of the nation's talent, and provide opportunity for those who have lagged behind. We can make Boston even more attractive for those who work and for those who live here. We can improve our fiscal health, and ease burdens, while providing for the public service, and the vital role of public infrastructure. We can do great things and we will do them. If we can carry out the far-reaching plans and projects

that are in design, we will go a long way toward achieving the better life for our City and citizens we are all striving for. Expanding opportunity will help reduce the unfinished agenda by rounding the circle of education, training, jobs and income, so that our young people can take part more fully in the widening horizons of our City. Most of all, we will emerge with a Boston ever ready for new talent, new enterprise, new ideas, and new energy.

More than that, Boston and New England have the potential for contributing importantly to the economic well-being of our nation. To the degree that we can more fully mobilize and utilize our business, academic and scientific talent, our working men and women, our heritage of institutions, infrastructure, and modern economic base for an expanded flow of the much treasured fruits of our City and region, we can enhance the national welfare and add to the greater good in ways that are less inflationary than promoting new growth in new regions from scratch.

I take pride, as Mayor, in presenting a plan perspective for an investment program of far-reaching dimensions designed to generate the conditions for very substantial advance in our City life and in that of the Nation. I take pride also in the bold, imaginative enterprise of our business community whose ebullient investment projects and plans are the stuff that the future is made of. I commit my administration to redouble our efforts to shape up the City public investment program role so essential to facilitating the implementation of the private development plans. And I call on the State and the Federal government to expeditiously play their part, as outlined in the investment plan perspective, and to fill the identified gaps in their role.

I commend the investment plan perspective here presented to all who are concerned with achieving a better life for our citizens and our City. The investment plan will not solve all of our problems and needs but it is a key element in any agenda for success.

Kevin H. White,
Mayor

Boston Redevelopment Authority

Robert J. Ryan, Director

PREFACE

Robert J. Ryan, Director
Boston Redevelopment Authority

Boston's modern economic base and revitalized neighborhoods are not the only legacy of the extraordinary decade of the 1970s. Even more important, perhaps, is the coming of age of the role of public sector planning and public infrastructure in the diverse range of private investment transforming Downtown and the City's neighborhoods. An even more ambitious investment plan perspective for the 1980-90 decade is here presented. This time, the aim is to generate employment gains on a broad front, in manufacturing and retail trade, as well as services, in the neighborhoods as well as Downtown, to create the jobs and the income, and the expanding opportunity, so essential to reducing disparities and easing racial tension, and advancing the quality of life.

The investment plan perspective, relying on the interrelated roles of the public and private sectors, will be a principle instrument for achieving large new goals. The plan draws on the extraordinary outlook for Boston as a place to live and to work. Boston's increasing attractiveness and expanding opportunities will make it a mecca in the 1980s, for the rising number of households spawned by the postwar baby boom. For the first time in more than half a century Boston must plan to attenuate displacement pressures. A resurgent economy with new horizons for growth in high technology industry and retail trade, as well as a broad range of services activity is spurring the remarkable performance of Boston and the New England region, and will generate jobs more rapidly than the anticipated growth in population.

The investment plan for the 1980-90 decade centers on a goal for the creation of 80,000 net new jobs achieved through the investment of \$20 billion in the transformation and expansion of Boston's economic base. The jobs goal includes 40,000 in office-related industries (mainly finance and services), 11,000 in retail, 7,000 in hotel and convention centers, 8,000 in institutions of medicine and higher education and in cultural activities, and 12,000 in manufacturing industry. The new jobs would be generated through investment in more than nine million square feet of new and renovated office

space, three million square feet of retail space, 12,000 hotel rooms, 25,000 housing units, and four million square feet of industrial space. A related goal for the resident-worker capture of one out of every two net new jobs is aimed at fostering expanding opportunity by providing 40,000 jobs for those who live and work in the City, thereby accommodating growth in the labor force as well as the need to reduce unemployment and under-employment.

The response to Boston's development perspective is unprecedented, with more than \$8 billion of development projects underway, planned or proposed. These include the major mixed use projects of Copley Place, Lafayette Place, Charlestown Navy Yard, North Station, South Station, Columbia Point, the Southwest Corridor, and many others; altogether more than 250 projects large and small--a flow large enough to permit Boston the opportunity to pick and choose.

An essential catalyst in the development process is the City's role in planning and public investment. Over the years, Boston has fashioned the know-how and the public and private sectors have learned how to work together. The ample flow of private initiative, enterprise and risk-taking is the fundamental beginning of the process. Boston, through planning and public investment, is channelling and managing the flow to match the City's needs, and to assure that design and environmental standards are met. The public role also includes assessing and accommodating displacement impacts, proffering tax saving and other inducements, and providing the basic infrastructure, facilities and the specific project-related public investment required.

Prospects for successful implementation of Boston's plan perspective are outstanding. There are planning lags, nevertheless, in a number of areas including especially neighborhood commercial center revitalization, housing, Federal funding for land assembly and infrastructure, State funding of convention centers and sports stadiums, and, most important of all perhaps, the marshalling of a new City public investment program. This report advances the understanding of the work that we must do.

Robert J. Ryan,
Director

ACKNOWLEDGEMENTS

The planning report presented in the pages which follow sets forth proposed public investment goals and the private investment targets to which they relate in the framework of the outlook for population and the City as a place to live, as well as the prospects for growth of the City's economy and the impact on the Nation as a whole. To do all of this, we were fortunate in being able to draw on a wide and diverse range of talent, especially in the professional staff of the Authority. The role and contribution of all is gratefully acknowledged.

Jason Edward Kelly had overall responsibility for the design, research, and preparation of the report, and particularly the formulation of the public investment goals and the overall investment and employment targets in Chapters V and VII.

The analysis of the implications of the legacy of the last decade of development relied principally on Christopher Carlaw's 1979 report, A Decade of Development in Boston.

Meg O'Brien and Rolf Goetze provided the background analyses and projections for Boston's population and housing presented in Chapter III. Bonnie Heudorfer is the author of the analysis of the emergence of condominium conversions and the preview of their evolution.

Greg Perkins was principally responsible for the analyses and projections of Boston's economy in a metro area, state, New England region and national context portrayed in Chapter IV. The work of Mike Matrullo, formerly with the BRA and presently with Coldwell Banker, on Boston's office industry was an important element of the economic outlook. Emily McMahon, an MIT student intern, helped project targets for office industry employment. Sara Wermiel's work on the hotel industry and manufacturing were key elements of the analysis of prospects. Alf Howard's knowledge of the horizon for transportation development was an essential ingredient. Mitchell Fischman's monitoring of institutional development gave us the necessary insights for these sectors.

Chris Carlaw had prepared an earlier profile of development projects, underway, planned and proposed, and this was substantially updated and broadened by Jason Kelly. Many members of the Authority's development staff provided updated information on project planning. These include Jim Baecker, Columbia Point, Tony Blackett and Bill Condo, Theatre District, Jay Breen, downtown development, Paul Kelly and Brian Collins, Charlestown Navy Yard, and Matthew Coogan, South Station and Fort Point Channel.

For the focus on fiscal strategy and public investment, Jason Kelly was aided by the work of Lisa Flanagan, as well as that of Chester Johnson, consultant to the City's Office of Fiscal Affairs.

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Holly Hoagland and Brian Hebert prepared the graphics.

Jill Smith, Mary Shelton, and Marion O'Sullivan of Word Processing did most of the tables and some of the text.

Catherine Carroll had overall responsibility for preparation of the manuscript for reproduction.

We thank each and all for the wide-ranging collective effort represented by these contributions.

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I. SUMMARY

Objectives

This report speaks to "Planning for Boston's Next Decade of Development, 1980-90". In particular, it focuses on the perspective and potential for the investment that would broaden and transform the City's economic base, and create the jobs and generate the income that would provide for expanding opportunity for those who work in Boston and those who live in the City's neighborhoods. More especially, within the framework of the perspective and potential for investment, the quintessential planning role is identified in terms of the public investment that can (and must) be marshalled to induce, encourage, and leverage the much larger private investment targets. And within the setting of the public investment goal--Federal, State, and Local--how the dynamo role of City public investment (and planning) could provide the mercury to make the whole process go.

There are other essential ingredients, too. There is the outlook for the City as a place to live--people and their income and their neighborhoods--in relation to that for the metro area and the State. There are the prospects and potential for Boston's economy, in the framework of the expectations for the New England region and the Nation. There are the needed public sector roles, Federal and State, and how the City's fiscal strategy must be designed to provide the services and capital improvements required to implement plans for development in a setting of constraint flowing from an antiquated State and local tax structure. There is the legacy of last decade's extraordinary advance in economic development, through public leadership and private sector response, which shapes the

stage for important new gains. There is the large flow of development projects, underway, planned and proposed, which suggests a notable potential for achieving very ambitious goals for the 1980-90 decade.

The planning and development effort will also be concerned with the unfinished agenda of spreading the benefits of downtown development and neighborhood revitalization to provide expanding opportunity to those population groups and neighborhoods which have lagged behind. Important also is the potential contribution of Boston and the Nation's large cities to the attainment of national goals for economic growth and advance in living standards.

Organization

The report which follows presents a plan perspective for Boston's next decade of development, and is organized in the following way. A brief overview is provided in this summary chapter. The implications and significance of the legacy of Boston's last decade of development are noted in Chapter II. The perspective for Boston's people and neighborhoods, and the prospects for the City's economy, which underlie the development potential, are presented in Chapters III and IV. Drawing on this outlook for the City as a place to live and to work, investment goals and targets, the essence of the ten-year planning horizon, are presented in Chapter V. The development perspective for the 1980-90 decade is compared with the actual achievement of the last decade. The extraordinary flow of development projects underway, planned, and proposed, and an analysis of how these match up with the ten-year goals perspectives, are shown in Chapter VI. Fiscal strategy and the key roles of planned public investment in

infrastructure, facilities, and public improvements are outlined in Chapter VII. The unfinished agenda, and the potential role of Boston and the Nation's other large cities in the solution of national problems of growth and productivity, are presented in Chapter VIII.

Overview

In the 1980-90 decade, Boston has the potential for generating 80,000 net new jobs. The outstanding prospects for the City, combined with planning, policy, and public investment, in support of private development proposals, are the key to achieving this goal.

The revival of Boston's economy and the revitalization of neighborhoods in the last decade provide the base for even greater development gains in the 1980-90 period. Boston now has a modern economic base, well in tune with those national activities expected to grow most rapidly. A substantial share of the public infrastructure is new or renovated. Historic preservation and the conversion of older structures has been extensive. The goal of stabilizing neighborhoods has been largely achieved.

With the City's growing attractiveness as a place to work and live, and the national increase in household formation currently underway, flowing from the postwar baby boom, Boston may be expected to experience an influx of young, middle-class adults, a modest growth in population, and a larger increase in the number of households. Income levels will rise, housing markets will strengthen, the condition of housing will improve, augmented by more new construction than in the past, and the quality of life in the neighborhoods will advance. After 1990, the rate of household formation

in the Nation will subside, and Boston's housing market, neighborhood fabric and vitality could weaken if the City's attractiveness, by then, is not sufficient to hold its population.

Led by growth in services and new technology industry, the New England Region has done better than the Nation in employment and income growth since 1976. Boston plays a dynamo role in the metro area and the region. The past and future expected growth in a broad range of services, and a modest revival of manufacturing activity, nationally, will further spur Boston's own development and bring new growth to the Boston economy. Jobs in Boston are expected to expand on a broad front. This time, continued growth in Boston's broad-based services activities will be complemented by modest gains in manufacturing and retail trade. Production and jobs in Boston are expected to grow more rapidly than population.

To accommodate and take advantage of the foregoing perspectives for population and economic activity, ambitious investment goals for the 1980-90 decade have been formulated. In comparison with last decade's investment of \$12 billion in the expansion of Boston's economic base, goals for the investment of \$20 billion in the 1980-90 decade are proposed. These reflect both a projected change in the composition of investment as well as a rise in costs. Goals for new office building construction, projected at 9.25 million square feet, would play a major role, though less than that of the last decade. In contrast, there would be larger levels of investment in hotels, (12,000 rooms), convention centers, sports stadiums, industrial structures (4 million square feet), retail shops (more than 3 million square feet), housing (25,000 dwelling units), and public transportation. Goals for public investment at \$7 billion,

would provide for an estimated need of \$3,750 million for maintenance, repair and replacement, as well as \$3,250 million for the new infrastructure, facilities, and improvements needed for the new private investment. Some \$5,600 million would be represented by federal and state outlays, mainly for basic infrastructure. Goals for City public investment, at \$1,400 million, would signify a leverage ratio of fourteen to one in relation to the overall ten-year investment goal. The key policy, planning and generator role of the goal for City public investment would be achieved with an annual level of outlays about the same as that for 1976 but twice the current level. Some 100,000 new jobs would be created, including 42,000 in Boston's office industries, 17,000 industrial jobs, 11,000 retail jobs, 10,000 jobs in the City's institutions of medicine, higher education and cultural activities, and 7,000 in hotels and convention centers. Though 100,000 jobs had been generated in the last decade, mainly in services activities, almost as many were lost in manufacturing and trade. This time the gains would take place on a broad front, and job attrition would number no more than 20,000, leaving a net gain of 80,000 jobs.

The potential for achieving these far-reaching investment goals, with all that they signify for expanding opportunity and advance in the quality of life, takes heart from the large volume of development projects underway, planned, and proposed--totalling more than \$8 billion--reflecting extraordinary investor confidence in Boston. In the case of office structures and hotels, the expansive prospects have elicited a developer response of comparable magnitude. In the case of housing and retail

development, in contrast, development proposals fall short of investment goals for the 1980-90 decade, suggesting a need for a more intensive planning, promotion, and development effort. The shortfall is greatest in privately funded, investor-owned, multi-family housing and in neighborhood commercial centers. In the public sector, a large flow of investment is underway and planned, especially in basic infrastructure--transportation and sewer and water projects. But there are shortfalls at each public sector level, including needed federal funding for land assembly and building demolition, state funding for convention centers and stadiums, and city funding of public improvements.

Boston's planning and fiscal strategy were instrumental in last decade's notable advance, and will have to be even more dedicated and nimble if the City's development potential is to be achieved in an era of tax and spending limitation, inflation, and disarray in credit markets. Boston has learned how to use public investment and planning to induce private investment with the resulting transformation, modernization and expansion of the City's economic base. With municipal employment and spending levels (adjusted for inflation) no greater than thirteen years ago, the performance of municipal government has been greatly improved by providing a wider range of services as well as new and renovated infrastructure.

The very substantial levels of public investment--Federal, State, and City--underway, planned, and proposed--totalling more than \$4 billion--will go a long way toward assuring not only the overall investment and development targets of the 1980-90 decade, but the infrastructure base for growth and expanding opportunity beyond the next ten years.

The several dimensions of this planned public investment must be understood to appreciate the strategic role of City policy and planning. Some \$3 billion of the planned public investment are federal outlays, principally for basic transportation and sewer and water infrastructure. State-planned public investment of \$1 billion, and City-planned outlays of \$340 million are divided between basic infrastructure, facilities, and public improvements. The City's public investment ratio of thirteen to one (in relation to Federal and State investment) reflects a high leverage role, in part, but is also a measure of the lag in City public investment planning. This lag is of some concern because the Federal and State public investment would not be forthcoming without the appropriate role of City policy, planning, and development strategy. Much of the City's planned public investment is prerequisite for private developer investment proposals also; the City's private investment leverage ratio is eleven to one. In essence, in terms of development projects underway, planned and proposed, \$1 of City public investment, and the policy and planning associated with it, would generate \$25 of public and private investment. Such an investment pay-out has few comparisons, but also reflects a shortfall in City public investment planning.

It should be noted, in addition, that not all aspects of the financing of the planned public investment are tied down, and that the gap between planned City public investment and projected requirements for the 1980-90 decade is approximately \$1 billion. Current levels of City public investment are about half what they were in 1976. Recognition of the role of City public investment in expanding the horizons for the future of Boston and its people provides a measure of the challenge to marshall the resources needed.

Planning for Boston's next decade of development must also focus on the unfinished agenda--how to provide expanding opportunity for people and neighborhoods which have lagged; how to further reduce the gap in income levels between city and suburb; how to complete the circle between job creation, manpower training and education, income generation, and reduction of unemployment and underemployment; how to alleviate the socio-economic base for racial tensions.

Boston's development potential in the 1980-90 decade would draw not only on the planned and projected new investment, but also on the fuller utilization of the modernized economic base and public infrastructure, as well as the fuller use of the unemployed and underemployed labor force of the City. This potential for Boston and a similar perspective for the Nation's large cities would have an extraordinary significance for the achievement of national goals and the solution of national problems. The Nation would advance in terms of economic growth and living standards through means that would raise productivity by making better use of what it already has--infrastructure and underutilized manpower. Advances thus achieved would be less inflationary than those attained through investing in wholly new infrastructure and housing, servicing and training a new labor force.

The analyses and projections presented in this study draw on a series of draft planning reports in progress, focusing on the 1980-90 decade and the year 2000. These include reports on population and households, neighborhood economic base and community development, housing demand and needs, and condominiums. There are reports underway, also, on economic structure

and growth, development planning, and the state of the City economy. In addition, there are studies on public expenditures, revenue needs and fiscal strategy, energy, air quality, and historic preservation. A list is provided in an appendix to this report.

II. LEGACY OF THE LAST DECADE

Boston enters the decade of the 1980s in better shape for achieving ambitious goals than at anytime in the last fifty years. The potential for expanding opportunity for people and neighborhoods, for growth in jobs and income, and for the investment which would be needed, has an extraordinary head start with the legacy of the last decade. In effect, Boston changed fundamentally in the 1970s in ways which provide a solid base for growth and leadership in the Region and the Nation.

Ten years of visionary public policy, planning and investment, and the much larger private sector response, have given Boston a largely new public infrastructure and private sector economic base, sharply reversing almost forty years of neglect and decay, creating ripples of improvement spreading in ever-widening circles. Boston's economy is now well in tune with those aspects of the national economy growing most rapidly. Population levels have stabilized. Young adults are flocking to the City. The gap in income levels, in relation to the suburban ring, is beginning to narrow. And Boston's fiscal strategy has coped with the fiscal stress imposed by an antiquated state and local tax structure, while holding tax increases to less than half the rate of inflation.

Boston now has a substantially modern and improved economic base calculated to pave the way for long-term growth. The new Boston economy has good prospects for expansion in services activity and recovery in certain manufacturing industries. Boston has recovered the leadership role in New England which it had lost a half a century ago. Most important

of all, perhaps, the public sector has learned how to work with the private sector to stimulate growth and development. Boston has mastered the technique of packaging public improvements, tax incentives, urban redevelopment, the services revolution, and policy and planning in ways to encourage private investment and job creation in pursuit of the City's potential.

Nothing succeeds like success, and it is the success of the 1970s which provides a solid foundation for the potential of the 1980s. Some \$750 million of City public investment helped induce \$1,500 million of Federal and State capital outlays, and \$10 billion of private investment. Success is writ large in last decade's legacy of seven new hotels or major additions, and 13 million square feet of new private office space increasing the total stock by half. The contribution of the 1970s includes 18,000 new housing units, 27 major medical projects, 11 higher education developments, and 31 cultural projects. The new infrastructure includes 32 new public schools, 12 new or renovated fire stations, over 100 new or renovated parks and recreation facilities, and eight new or renovated police stations.

Federal urban renewal money, put to good use through City policy and planning, gave an extraordinary impetus to neighborhood revitalization and Downtown development. Boston's Waterfront, but recently a haven of empty warehouses, decaying piers, abandoned structures and fleeing population, has emerged as a robust, attractive residential, commercial, and recreational neighborhood with old structures converted into new homes for an expanding middle-class population. The pioneering Prudential Center office, hotel and retail center, spurred by a then new tax incentive program for

construction replacing urban blight, gave a welcome addition to Boston's Back Bay neighborhood, in place of an abandoned railyard, and helped bring 5,000 jobs.

In the 1970s, Boston caught up--in terms of public infrastructure, an up-to-date economic base, and the know-how of combining tax incentives, urban development, planning and policy to attract private investment and job creation. This is the legacy of the last decade.*

* Chris Carlaw, Boston Redevelopment Authority, A Decade of Development in Boston, May 1979.

III. PEOPLE AND NEIGHBORHOODS

Boston's people and their neighborhoods are on their way up, and the prospects for the 1980s are even better. This is affirmed not only by the record of achievement, but also by how people see their neighborhoods.* The favorable outlook for the people of Boston and their neighborhoods is a prime factor in the rich flow of development projects in the pipeline and the expansive decennial investment perspective.

Boston's people and their neighborhoods have come a long way, and the next ten years can be a time of broadening the gains in revitalization, narrowing the unfinished agenda, and greatly improving the quality of City life.

The four decades prior to 1970 were a period of population drain, lag in income levels, spreading poverty with the flow of poor migrants to Boston, housing deterioration, and public infrastructure neglect. There was damage to confidence and self-esteem, a setback to education quality, high unemployment for minorities and youth, and the decline of neighborhood commercial centers.

Then in one decade revitalization took hold, led by public policy and public improvements, and backed by a revived City economy. Notable advances in population stabilization and neighborhood revitalization were achieved in the 1970-80 period. Following the loss of 160,000 people in the decades of

* Hart Research Associates, Inc., A Survey of Attitudes Toward the City of Boston and Its Neighborhoods, Washington, D.C., May 1977. Consensus Inc., Report of Findings, A 1978 Survey of Boston Resident Attitudes Toward Their City, Their Neighborhoods and Its People, New York City, Fall 1978 .

the 1950s and 1960s, Boston's population has stabilized in the 1970s, bolstered by an influx of young, middle-class adults.

People's incomes are rising and narrowing the gap with the metropolitan area. In 1929, Boston's per capita income had been substantially higher than that of the metro area, but, by 1959, with economic decline and population loss, it was lower as Boston emerged as a city of the poor. In this context, the larger proportionate increase in Boston's median family income, between 1969 and 1977, in relation to that of the surrounding suburban ring, is of great significance.

Improvements and additions to the City's housing stock have been substantial. Since 1970, Boston has had a net addition of more than 13,000 dwelling units. There has been extensive privately-funded rehabilitation, conversion, and upgrading, as well as publicly-assisted improvement, involving 26,000 dwelling units in the 1970s, making up more than ten percent of Boston's housing stock.

The value of homes has risen as neighborhood conditions and housing quality have improved, and as interest in urban living has increased. Home mortgage and repair financing by private banks has expanded.

Neighborhood commercial centers are responding to a range of city initiatives promoting commercial district revitalization. The economic base of neighborhoods, in terms of jobs and investment, has advanced. Unemployment, which severely impacted some neighborhoods in 1976 and 1977, has been substantially reduced. A rising share of Boston's high school graduates are going on to higher education.

The advances in the quality of life in Boston's neighborhoods come at a time of a large wave of new household formation and housing demand flowing from the maturing postwar babies projected to double the number of 30-year-olds between 1975 and 1990. As a consequence of this factor, in part, the U.S. Bureau of the Census has recently projected a Massachusetts state population growth of more than 400,000 in the 1980-90 decade.* Though most of the growth will disperse among the many cities and towns of the State, Boston will be impacted in view of its growing attractiveness to young adults who prefer city life, the City's margin of underutilized housing and urban facilities, and the restrictive growth policies of many Massachusetts cities and towns.

A net population increase of 33,000 foreseen for the 1980-90 decade, and made up principally of young adults, can have a very positive effect by infusing additional strength in housing markets, providing impetus to fix-up, conversions and improvements, breathing new life into neighborhood commercial districts, and favorably advancing revitalization.

Boston's more centrally located neighborhoods, with their great appeal to young people and the potential for conversion of underutilized commercial structures, as well as available sites for new dwellings, are already receiving the major impact, and will continue to be the main target area. But Boston's other neighborhoods, with one-half of the City's population and housing, will also feel the effects, suggesting the need for sophisticated monitoring and the use of public policy and planning tools

* U.S. Bureau of the Census, "Illustrative Projections of State Populations: 1975 to 2000" Current Population Reports, P-25, No. 735, October 1978, Series II-A.

to cope with the rising housing demand pressures.

With almost 12,000 dwelling units underway, planned, and proposed, Boston can have 25,000 new dwelling units by 1990, equivalent to ten percent of the housing stock. Approximately half would represent replacement. Condominiums would make up one-third of the new housing, and a modestly rising level of privately financed multi-family housing is foreseen.

The stabilization of Boston's population in the 1970-80 decade involved patterns of shift in age groups and neighborhoods that are not only important but also hold significant implications for the future. A large rise in the young adult population, 25 to 44, reflecting the effects of the postwar baby boom and the preference for city living, and smaller increases in the college age and elderly population, more than offset a continued but smaller loss of families with children. (In the 1960-70 decade, in contrast, when Boston's population fell by 56,000, a larger loss of families with children was complemented by an equally large outflow of young adults.) Stabilization was made up of growth in the seven neighborhoods of the City's fifteen which are more centrally located, plus West Roxbury, and losses in seven southern neighborhoods. Abatement of the influx of poor minorities and growth in the inflow of middle-class young adults were factors in the narrowing of the income gap with the suburbs.

For the future, Boston's population in the 1980s will grow as the flow of young adults waxes stronger, and the City generates job opportunities to draw them. After 1990, when the national rate of household formation starts to decline, as the postwar babies reach their forties, Boston will be able to hold on to its population only to the extent of the attractiveness

of the City as a place to live and the job creation strength of the City's economy.

In the 1970s, the average size of Boston's households continued to fall, following a national trend, as youngsters and the elderly earned enough to maintain separate households and as the pattern of one and two person households, couples with no children, and two-worker families spread. Consequently, it took an increase in the housing stock of the City and a decline in vacancies to accommodate just about the same population size in 1980 as in 1970. Publicly-assisted housing, complemented by condominium conversion, accounted for the growth in Boston's housing. There was attrition in other types of one to four family housing and multi-family housing. The southern neighborhoods of the City did not fare as well as their more centrally located counterparts.

Housing values rose by 34 percent between 1974 and 1979 and seven of the more centrally located wards, out of Boston's twenty-two, experienced market value growth in excess of forty percent. Though the dispersion in value growth was large, virtually every neighborhood experienced a rise in housing values.

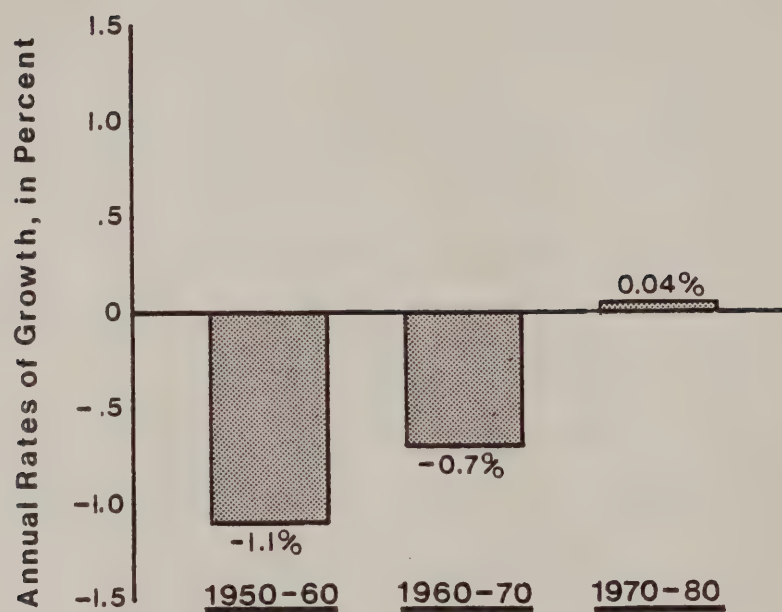
A review of neighborhood commercial center trends over a quarter century also reveals significant and differential patterns. In general, most neighborhoods experienced a decline in the number of supermarkets and medical and professional offices over the period 1955-78, in response to the economics and technology of closing down small supermarkets in favor of larger ones, and the centralization of medical and professional services. In contrast, almost all neighborhoods had a rise in the number

of banks. Trends in key chain stores, however, reveal significant differences in the City's neighborhoods which are reflective of the differential response to the overall revitalization Boston is experiencing. Most of the approximately two dozen of Boston's neighborhood commercial centers, for which information was compiled, experienced a decline in the number of key chain stores between 1955 and 1965, and then a growth to 1978 surpassing the number of stores in 1955. Those which showed a continued decline were in Roxbury, Dorchester, South Boston, and Hyde Park.

The 1980-90 decade can be a time of achieving new goals in the quality of neighborhood life. Neighborhood commercial centers, still frequently an ailing and unsightly element in otherwise thriving communities, can be spurred to revival and refurbishing, through planning and policy, to serve the needs of stabilizing population with rising incomes, to provide jobs, and to enhance neighborhood self-image. The quality of education and manpower training can be substantially improved to enable Boston resident workers to capture one out of every two of the 80,000 net new jobs which Boston can generate in the 1980-90 decade, thereby reducing unemployment and poverty, and advancing living standards. To achieve this goal, advances in the quality and relevance of education and manpower training are of utmost importance so that Boston's workers can compete for the new jobs created by new investment. Boston can accommodate a modest share of the Nation's expanding flow of new households in the 1980-90 decade, through careful orchestration of housing rehabilitation, conversion, and limited new construction and the protection of those susceptible to displacement pressures, as the postwar babies reach maturity and opt for city life. The income gap with the metro area can be

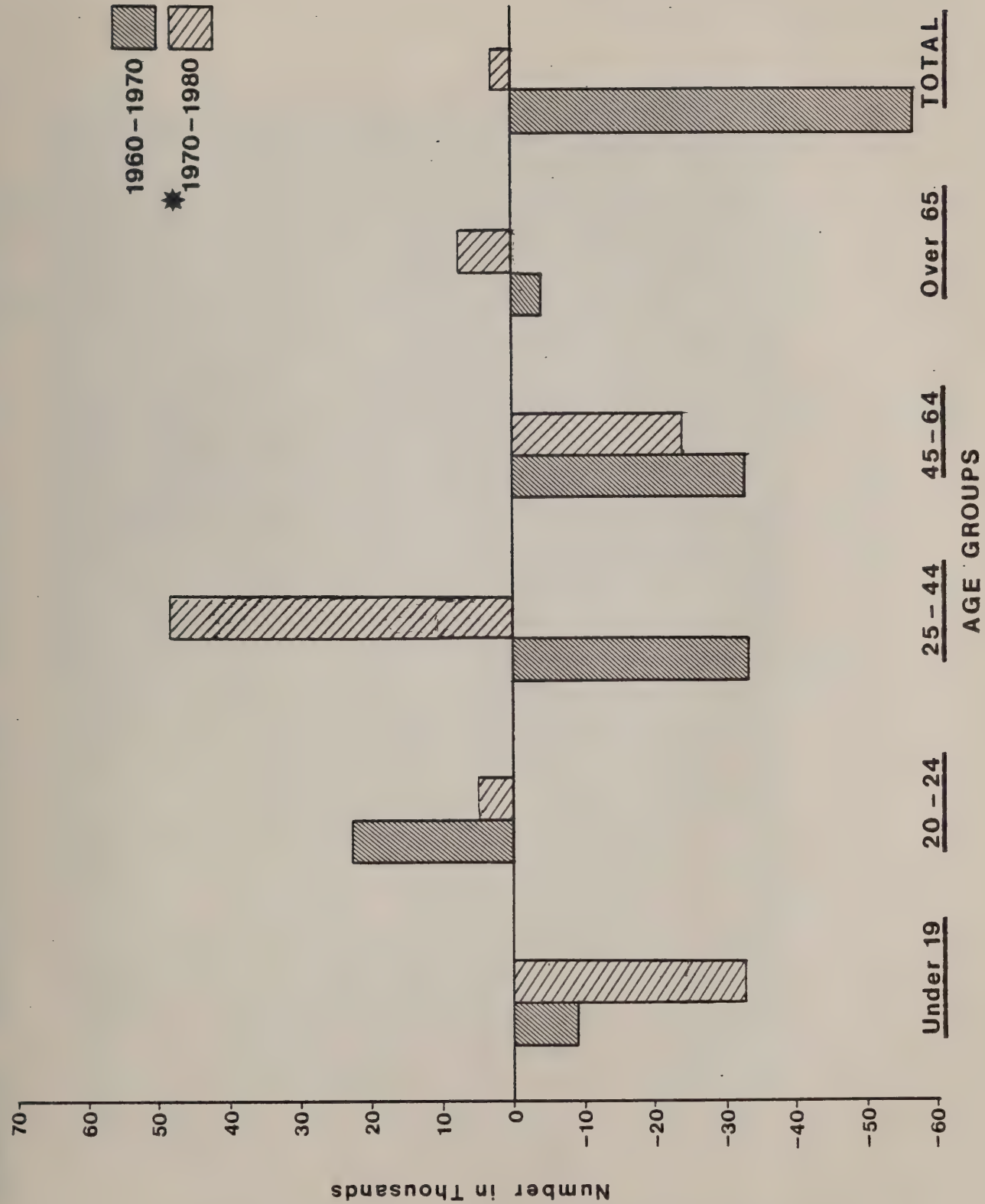
further narrowed in ten years time. The City's great strength in its diversity can be nurtured while race relations are improved.

Graph III-1 POPULATION STABILIZATION IN THE CITY OF BOSTON



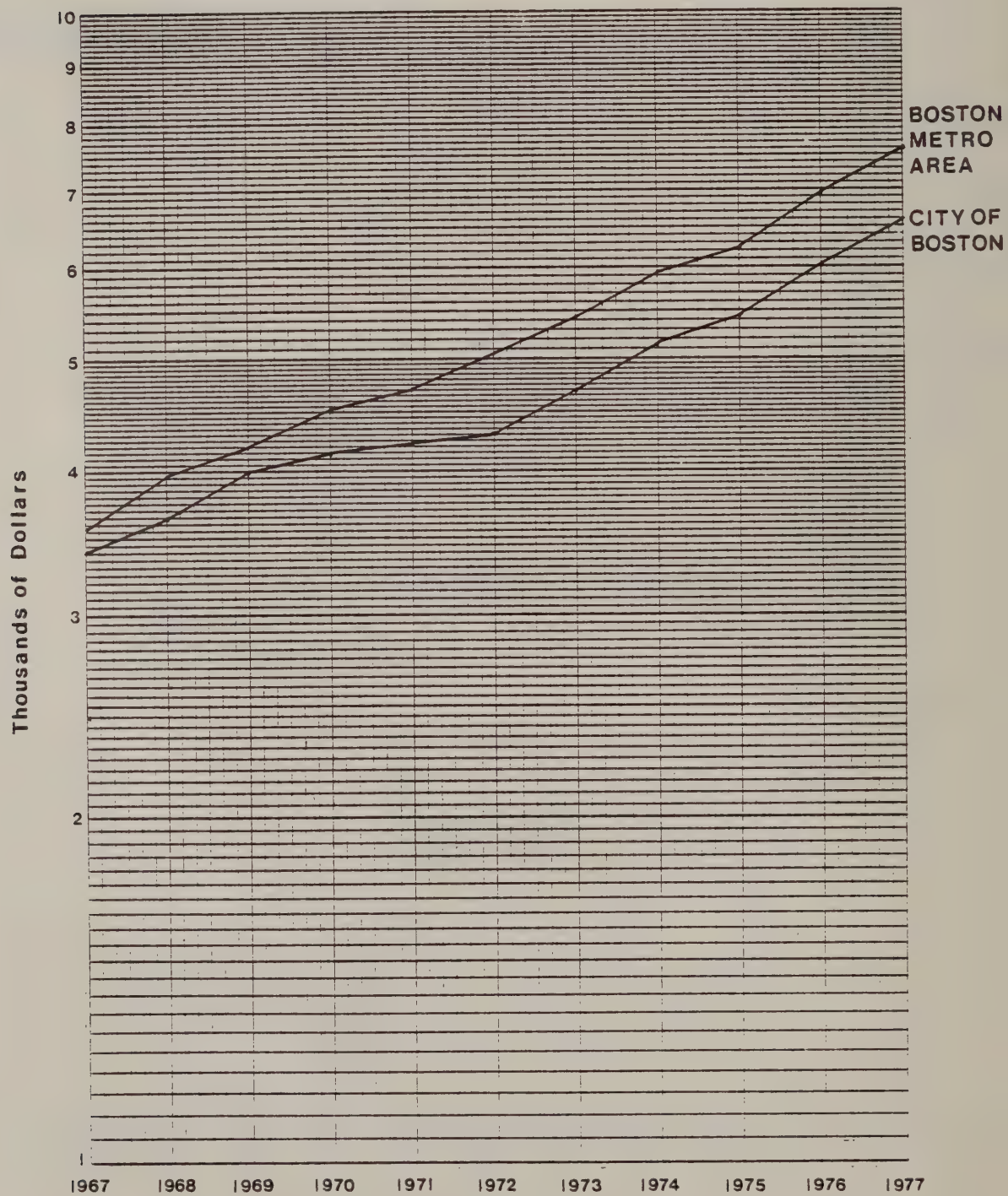
Source : U.S. Census, 1950-60-70, and B.R.A. Research Dept. 1980 Estimate

Graph III-2 BOSTON'S POPULATION BY AGE GROUP - 1960-70, 1970-80



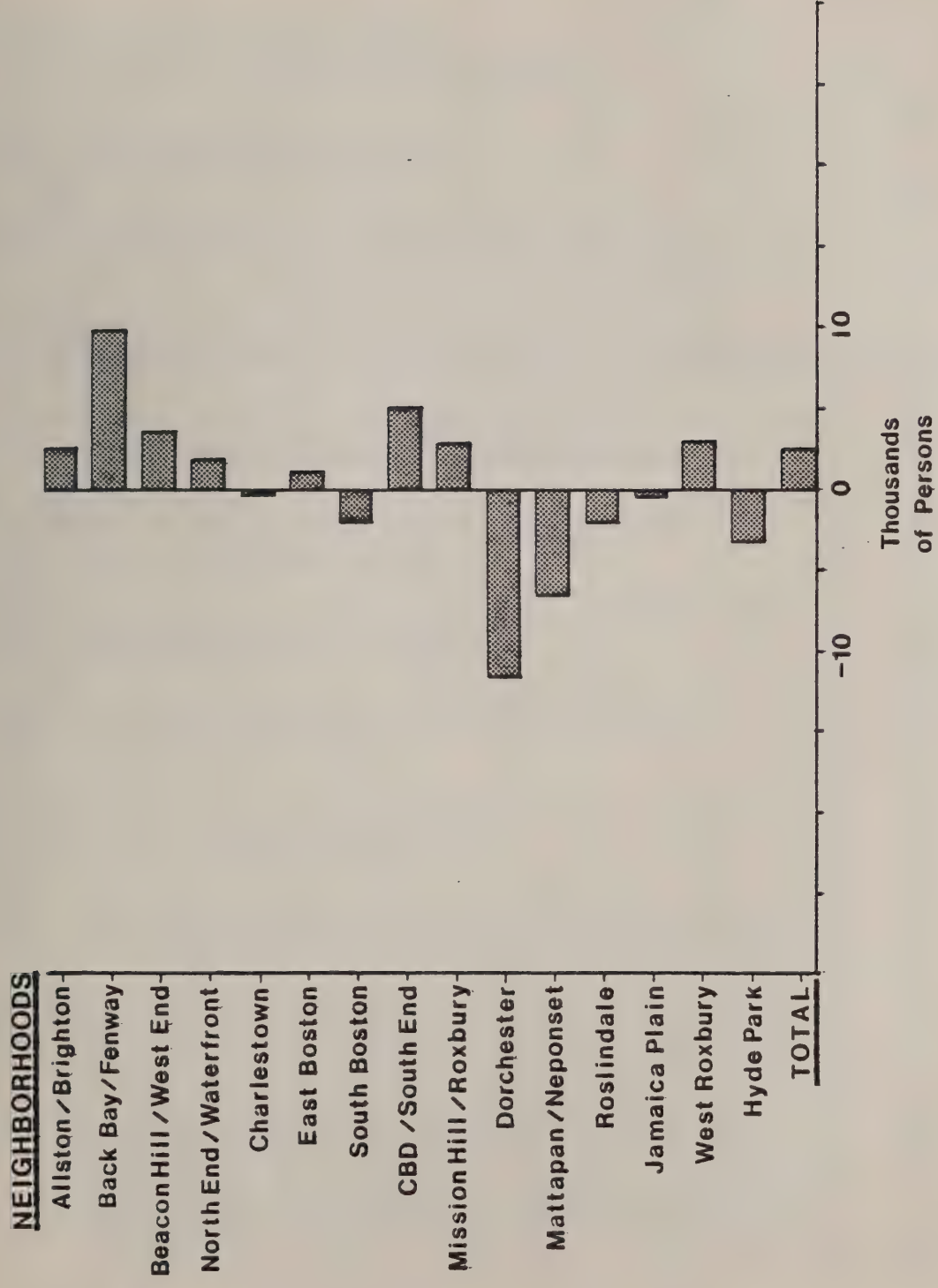
Source: U.S. Census Bureau, 1960-70, B.R.A. Research Dept., 1970-80

**Graph III-3 PER CAPITA INCOME IN BOSTON AND ITS METRO AREA,
1967 - 1977**

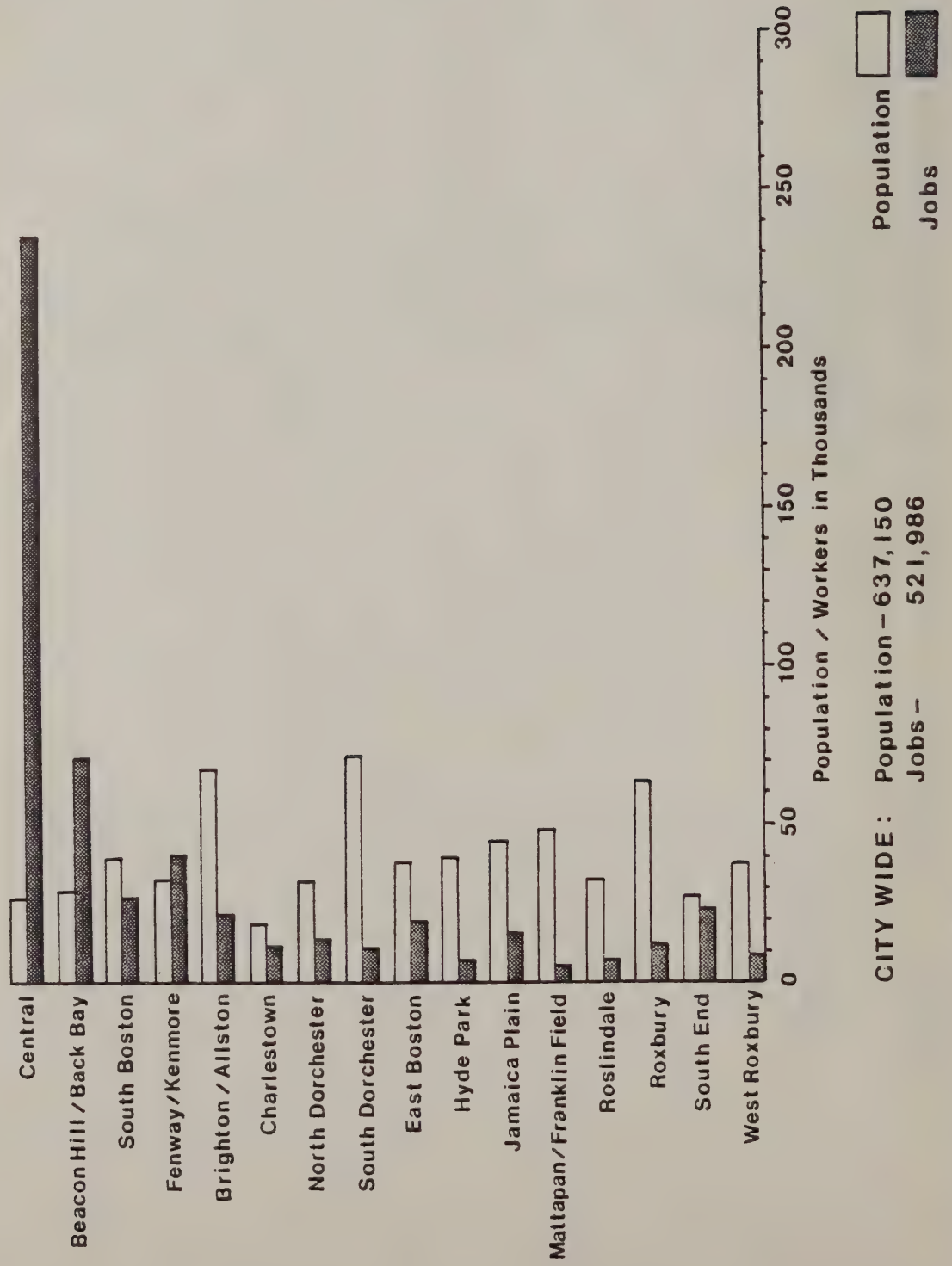


Source: B.R.A. Research and U.S. Bureau of Economic Analysis

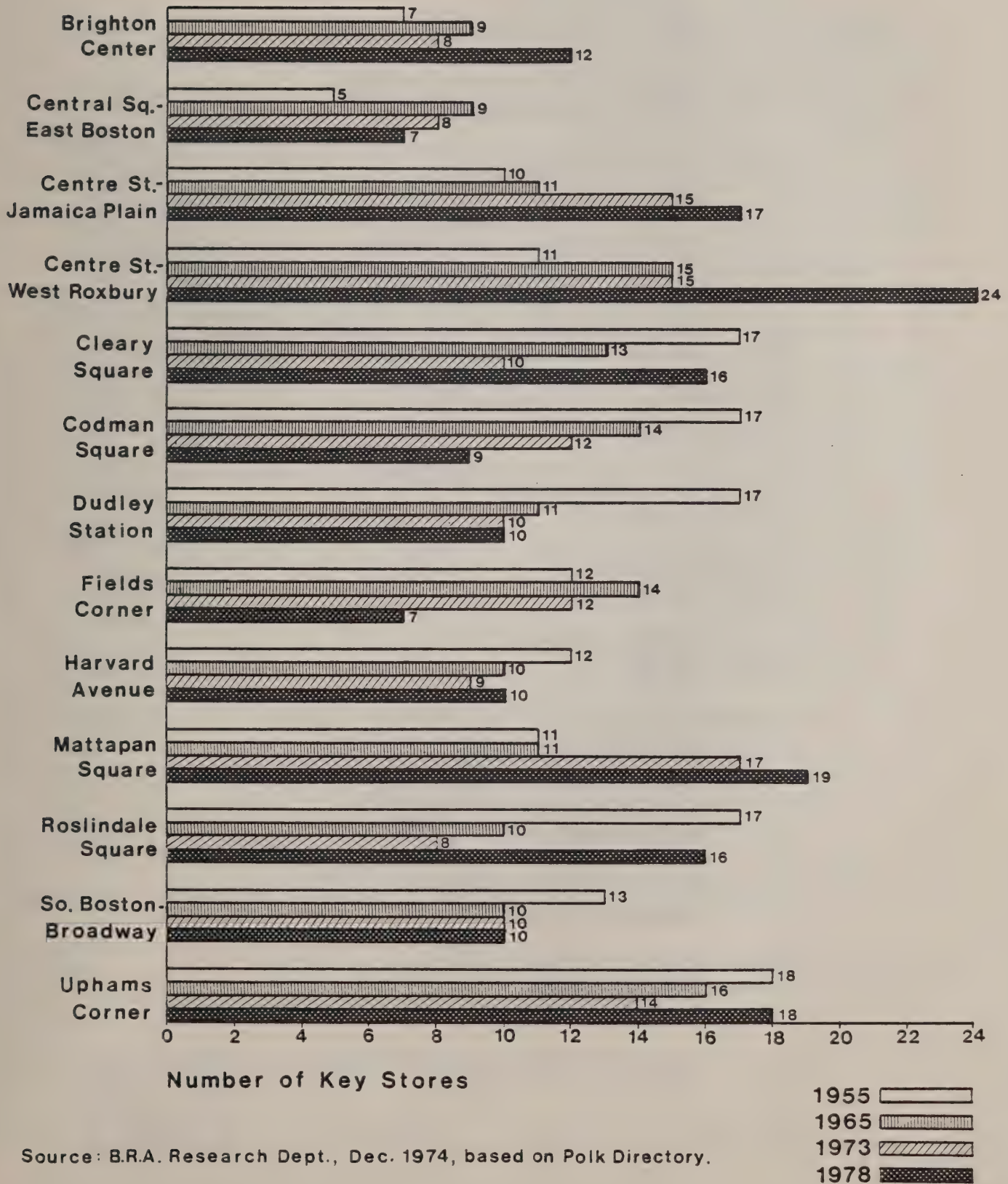
Graph III - 4 POPULATION CHANGE IN BOSTON'S NEIGHBORHOODS - 1970 - 1980



Graph III-5 BOSTON'S NEIGHBORHOODS - POPULATION AND JOBS, 1975

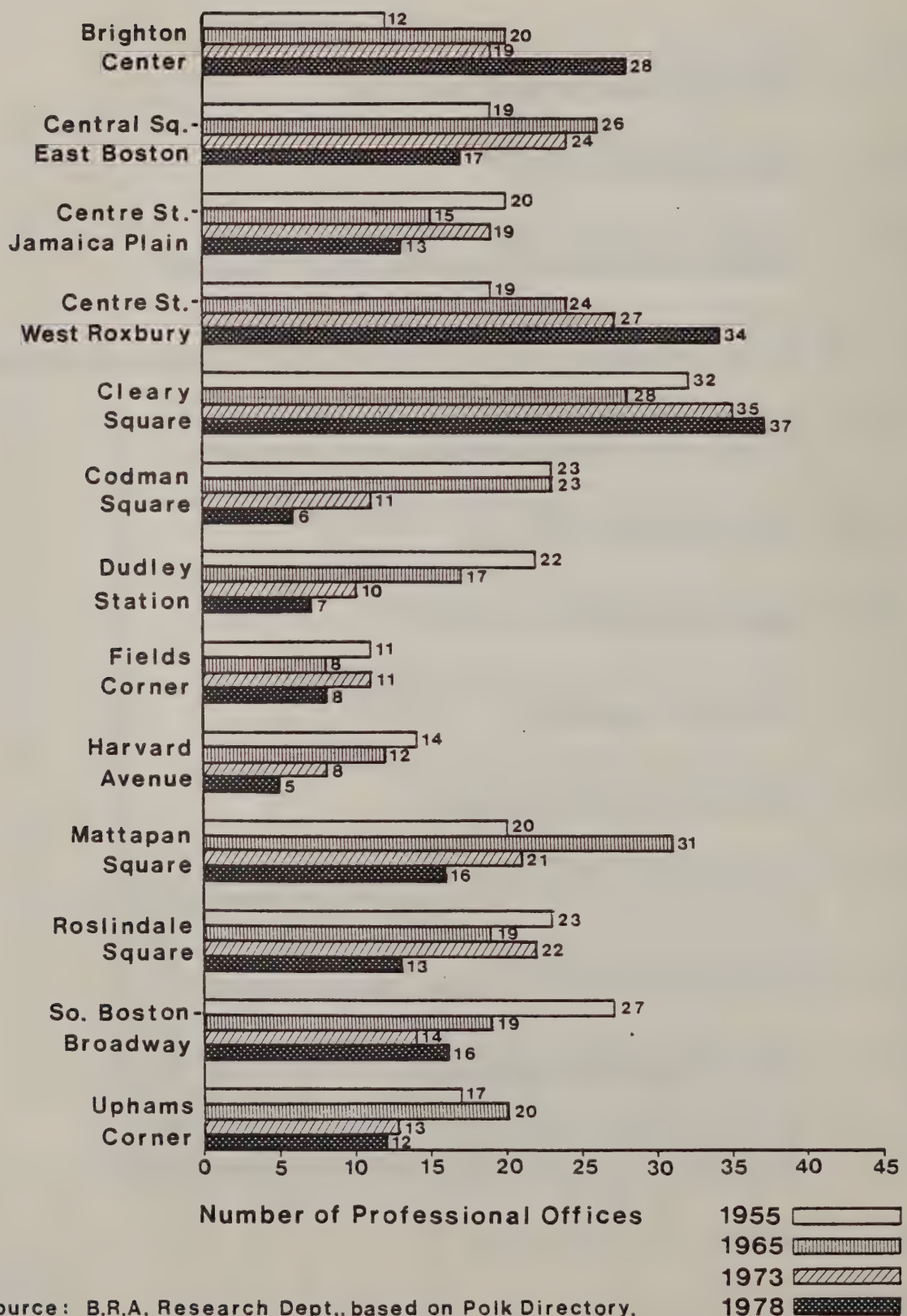


Graph III-6 KEY STORES IN NEIGHBORHOOD COMMERCIAL CENTERS -
TWO DECADES OF CHANGE 1955, 1965, 1973 and 1978



Source: B.R.A. Research Dept., Dec. 1974, based on Polk Directory.

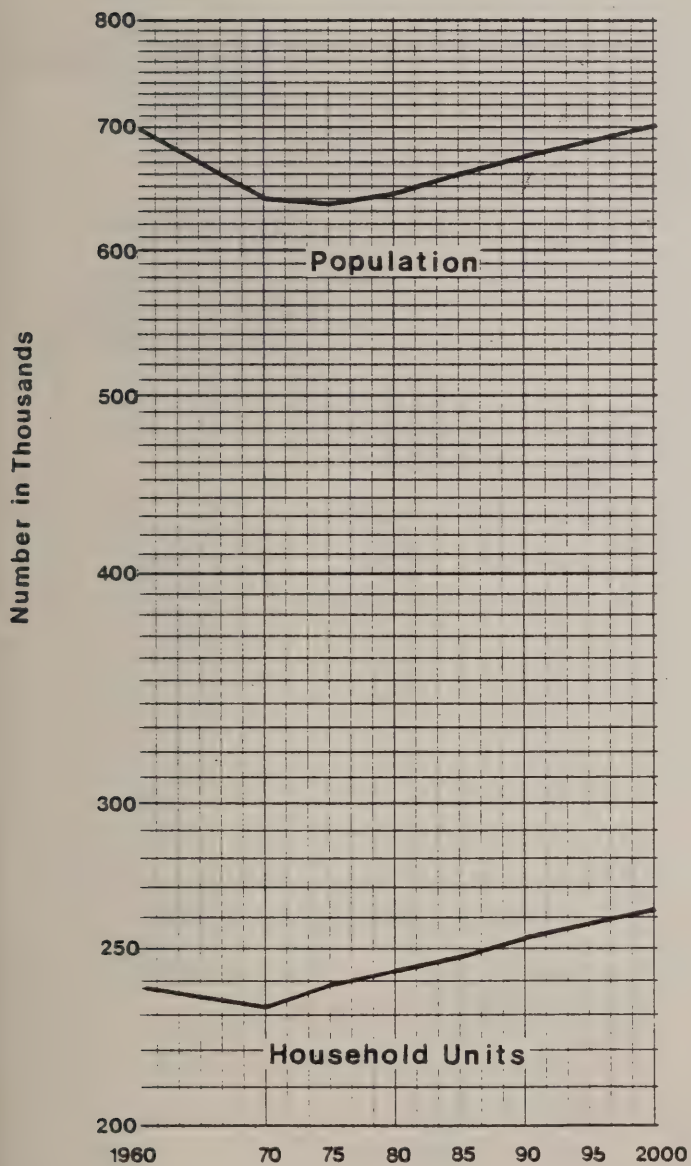
**Graph III-7 PROFESSIONAL SERVICES IN NEIGHBORHOOD COMMERCIAL
CENTERS - TWO DECADES OF CHANGE: 1955, 1965, 1973 & 1978**



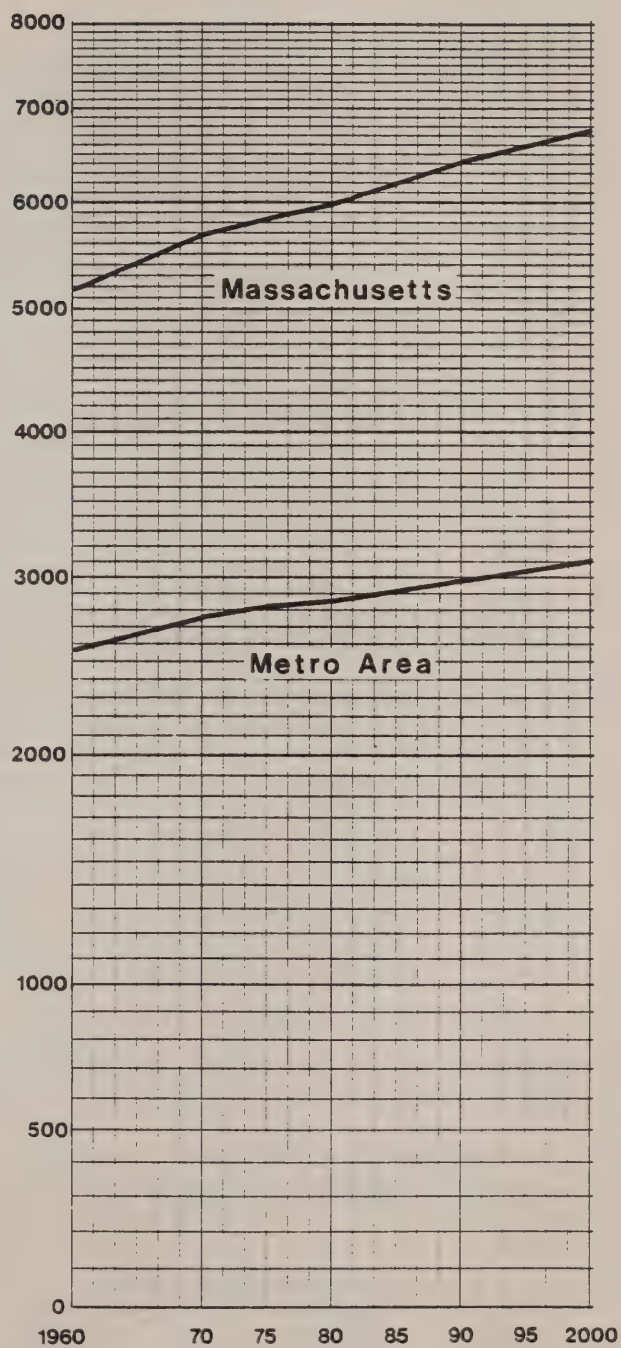
Source: B.R.A. Research Dept., based on Polk Directory.

Graph III-8 POPULATION PERSPECTIVE, TOWARD THE YEAR 2000

Boston Population & Households

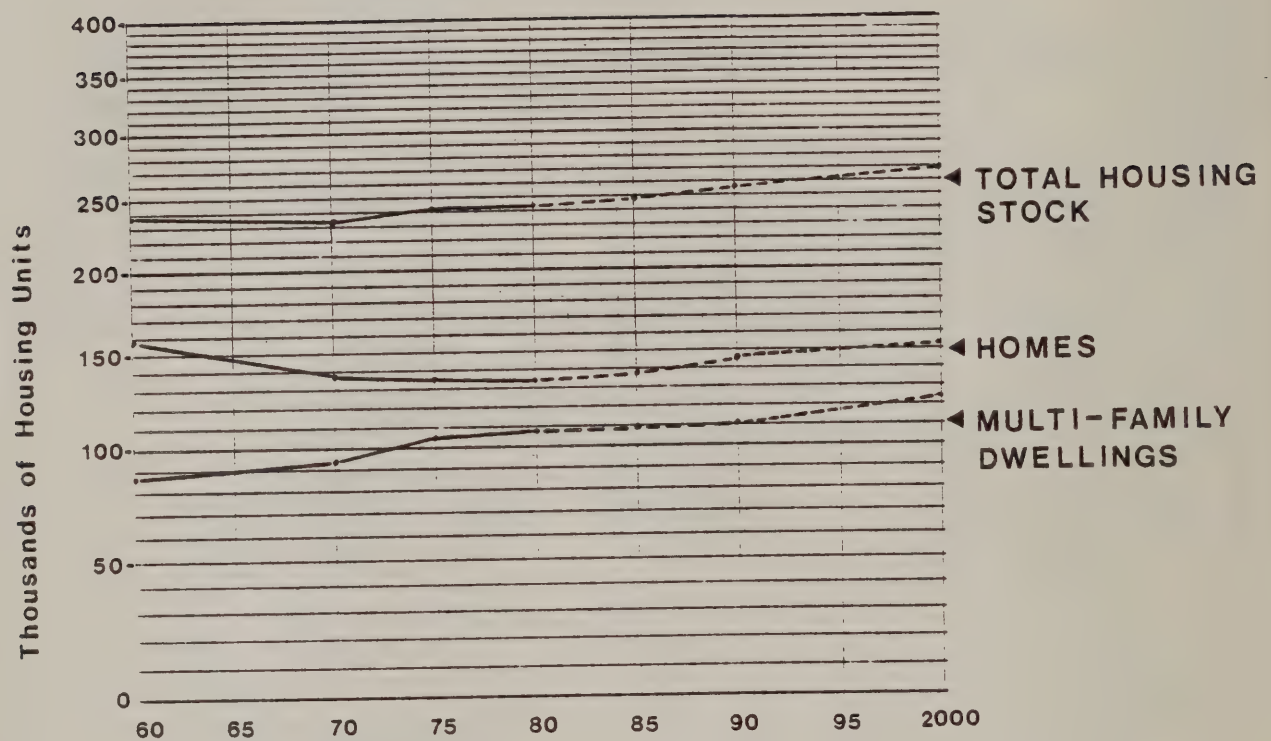


State & Metro Area Population



Source: B.R.A. Research Dept. and Mass. State Census

Graph III-9 BOSTON'S HOUSING STOCK, 1960 - 2000



Source: B.R.A. Research Dept.

Table III-1
RECENT AND PROJECTED CHANGES IN THE POPULATION OF
BOSTON CITY AND ITS METRO AREA, 1960-2000

	Population Growth Rate (Percent per annum)			Population (Numbers in thousands)	
	Boston			Metro Area	Boston
	U.S.	Metro Area	City		
1960				2,589.3	697.2
1970	1.3	0.63	-0.80	2,753.7	641.1
1975	0.8	0.40	-0.10	2,818.5	637.9
1980	0.8		0.20	2,850.1	643.7
1985	0.9	0.50	0.50	2,921.3	660.4
1990	0.9			2,992.6	676.5
1995	0.7	0.37	0.35		
2000	0.6			3,103.3	700.0

	Population (in thousands)			Population Ratios (in percent)		
	Boston			Metro Area	Boston	Boston
	Mass.	Metro Area	City	Mass.	Mass.	Metro Area
1960	5,149.0	2,589.3	697.2	50.3	13.5	26.9
1970	5,689.0	2,753.7	641.1	48.4	11.3	23.3
1975	5,814.0	2,818.5	637.9	48.5	11.0	22.6
1980	5,968.0	2,850.1	643.7	47.8	10.8	22.6
1990	6,415.0	2,992.6	676.5	46.7	10.5	22.6
2000	6,787.0	3,103.3	700.0	45.7	10.3	22.6

Sources: U.S. Bureau of the Census, "Projections of the Population of the United States", Current Population Reports, P-25, No. 704, July 1977. Series II Projections.

Massachusetts - U.S. Bureau of the Census, "Illustrative Projections of State Populations 1975 to 2000", Current Population Reports, P-25, No. 735, October 1978, Series II-A.

Boston and the Metro Area -

1960 and 1970 - U.S. Census, 1960 and 1970.

1975 - Massachusetts State Census.

1980 (Boston) - Margaret C. O'Brien, Boston Redevelopment Authority, "Estimates of the Population of Boston, by Census Tract District, 1980"

1980-2000 (Boston & Metro Area) - Margaret C. O'Brien, Boston Redevelopment Authority, "Population of Boston Toward the Year 2000", (Draft Report).

Table III-2
FAMILY INCOME IN BOSTON AND BOSTON METRO AREA
OUTSIDE CENTRAL CITY, 1966-1977

	Boston		Outside Central City*	
	<u>1969</u> <u>%</u>	<u>1977</u> <u>%</u>	<u>1969</u> <u>%</u>	<u>1977</u> <u>%</u>
Under \$ 3,000	10.5	5.9	5.4	2.8
\$ 3,000 - 6,999	24.0	17.7	13.1	10.5
\$ 7,000 - 9,999	21.7	8.8	17.7	7.9
\$10,000 - 14,999	25.7	15.7	30.8	15.4
\$15,000 - 19,999		13.7		16.4
	14.8		24.4	
\$20,000 - 24,999		18.6		12.2
\$25,000+	<u>3.4</u>	<u>18.6</u>	<u>8.0</u>	<u>34.8</u>
TOTAL	100.0%	100.0%	100.0%	100.0%
Median Income	\$9,133	\$15,377	\$12,250**	\$19,080**
Ratio of Boston to				
Outside Central City	1960: 75%	1977: 81%		

* Boston SMSA less Boston

** Calculated from the distributions for Boston and the Metro Area.

Source: 1969: U.S. Department of Commerce, Bureau of the Census, 1970
U.S. Census of Population and Housing, Fourth Count Summary Ta
1977: U.S. Bureau of the Census, Current Population Reports, Series P-
No. 118, "Money Income in 1977...in the United States,"
(Washington, D.C.: March, 1979).

Table III-3
ESTIMATED CHANGE IN BOSTON'S POPULATION
BY AGE GROUP, 1970-1980

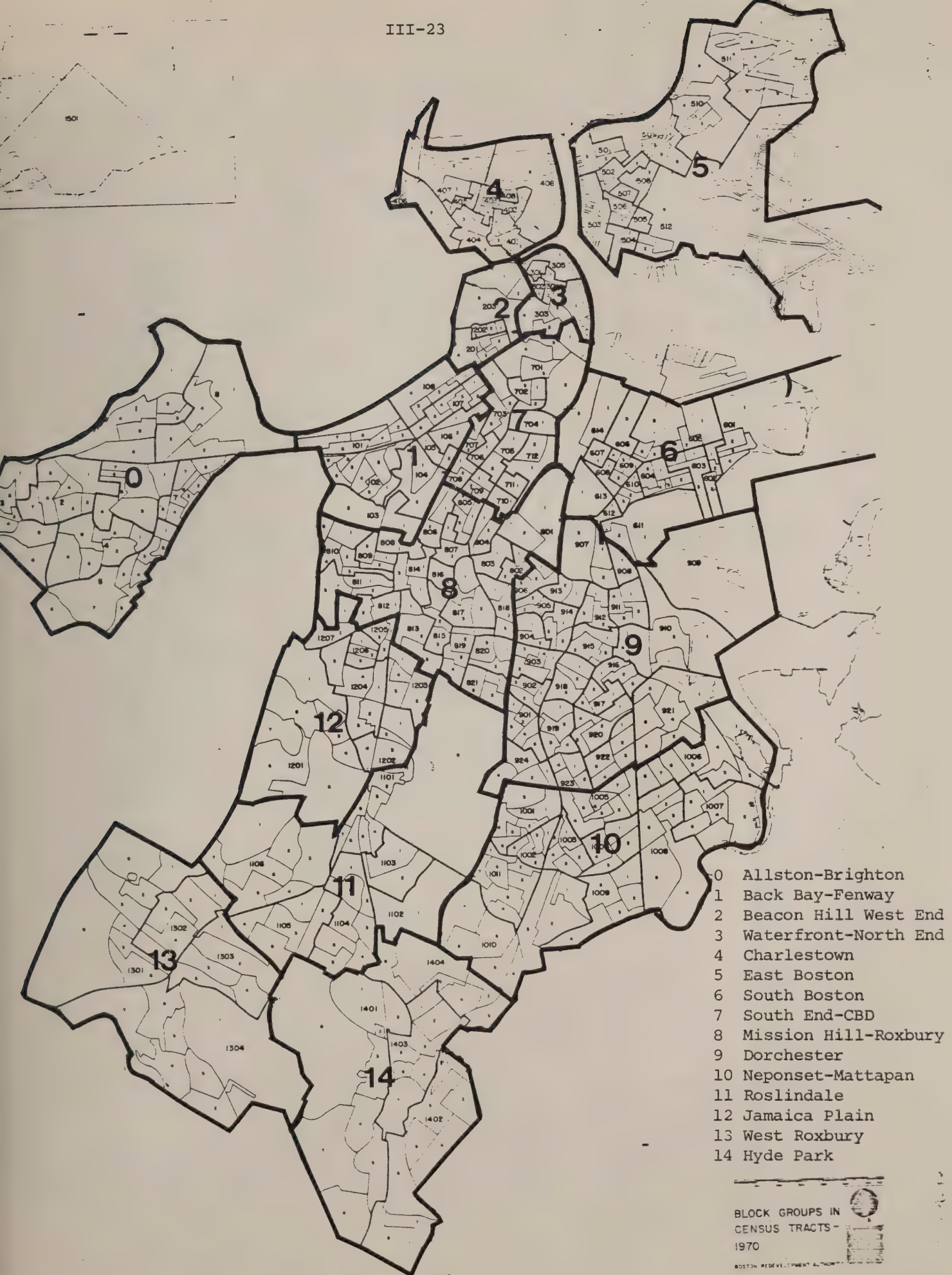
	1970	1980	Change	
			Number	Percent
All Ages	641,071	643,700	+ 2,629	+ 0.4%
Under 19 years	213,756	180,396	-33,360	- 15.6
20-39	185,605	244,223	+58,618	+ 31.6
40-64	159,951	129,438	-30,513	- 19.1
65 & over	81,759	89,643	+ 7,884	+ 9.6
Under 5 years	49,927	45,545	- 4,382	- 8.8
5-9	51,707	37,343	-14,364	- 27.8
10-14	51,058	41,608	- 9,450	- 18.5
15-19	61,064	55,900	- 5,164	- 8.5
20-24	77,118	81,318	+ 4,200	+ 5.4
25-29	47,925	70,911	+22,985	+ 48.0
30-34	31,454	56,129	+24,675	+ 78.4
35-39	29,108	35,865	+ 6,757	+ 23.2
40-44	31,627	25,444	- 6,183	- 19.5
45-49	32,806	23,926	- 8,880	- 27.1
50-54	32,667	26,386	- 6,281	- 19.2
55-59	32,096	27,128	- 4,968	- 15.5
60-64	30,755	26,554	- 4,201	- 13.7
65-69	26,891	25,518	- 1,373	- 5.1
70-74	22,578	23,140	+ 562	+ 2.5
75-79	15,933	18,527	+ 2,594	+ 16.3
80 years & over	16,357	22,458	+ 6,101	+ 37.3

Sources: U.S. Bureau of the Census, Census of Population and Housing 1970.
Margaret C. O'Brien, Boston Redevelopment Authority, "Estimates
of Boston's Population, by Age Group, 1980".

Table III-4
ESTIMATED CHANGE IN BOSTON'S POPULATION,
BY NEIGHBORHOODS, (CENSUS TRACT DISTRICTS), 1970-1980

Census Tract District		1970	1980	Change	
		(Thousands)		(Percent)	
	Boston	641.1	643.7	+ 2.6	+ 0.4%
0	Allston-Brighton	63.7	66.0	+ 2.3	+ 3.6
1	Back Bay-Fenway	51.9	61.6	+ 9.7	+18.7
2	Beacon Hill-West End	13.6	17.0	+ 3.4	+25.0
3	Waterfront-North End	11.1	13.0	+ 1.9	+17.1
4	Charlestown	15.4	15.0	- 0.4	- 2.6
5	East Boston	40.1	41.2	+ 1.1	+ 2.7
6	South Boston	38.5	36.3	- 2.2	- 5.7
7	South End-CBD	24.5	29.5	+ 5.0	+20.4
8	Mission Hill-Roxbury	62.9	65.7	+ 2.8	+ 4.5
9	Dorchester	101.4	89.6	-11.8	-11.6
10	Neponset-Mattapan	75.5	68.8	- 6.7	- 8.9
11	Roslindale	40.1	38.1	- 2.0	- 5.0
12	Jamaica Plain	33.1	32.6	- 0.5	- 1.5
13	West Roxbury	31.2	34.2	+ 3.0	+ 9.6
14	Hyde Park	38.3	35.1	- 3.2	- 8.4

Sources: U.S. Bureau of the Census, Census of Population and Housing, 1970.
Margaret C. O'Brien, Boston Redevelopment Authority, "Estimates of
the Population of the City of Boston, by Census Tract District, 1980",
April 1980.



- 0 Allston-Brighton
- 1 Back Bay-Fenway
- 2 Beacon Hill West End
- 3 Waterfront-North End
- 4 Charlestown
- 5 East Boston
- 6 South Boston
- 7 South End-CBD
- 8 Mission Hill-Roxbury
- 9 Dorchester
- 10 Neponset-Mattapan
- 11 Roslindale
- 12 Jamaica Plain
- 13 West Roxbury
- 14 Hyde Park

BLOCK GROUPS IN
CENSUS TRACTS -
1970

BOSTON REDEVELOPMENT AUTHORITY

Table III-5
CURRENT ESTIMATES OF BOSTON'S POPULATION BASED ON
THE NUMBER OF HOUSING UNITS AND VACANCY RATES
(Numbers in Thousands)

	<u>1960</u>	<u>1970</u>	<u>1980</u>
Dwelling Units			
Total	238.6	232.4	245.7
Occupied	224.7	217.6	237.4
Vacancy Rate (%)	5.90	6.38	3.41
Population			
Total	698.1	641.1	643.7
In Households	656.1	601.7	607.2
Not in Households	42.0	39.3	38.0
Population/Household (Ratio)	2.9	2.8	2.6

Table III-6
HOUSING IN BOSTON, SUMMARY: 1960-2000
(Thousands of Dwelling Units)

	<u>Homes</u>		<u>Multi-Family</u>		<u>Total</u>
	<u>1-4s</u>	<u>Condos</u>	<u>Apts.</u>	<u>Projects</u>	<u>Housing</u>
					<u>Stock</u>
1960	158.8	0	66.6	14.1	239.5
1970	139.0	0	71.2	21.9	232.2
1975	134.8	0.9	71.2	32.9	239.8
1980	130.3	4.2	69.2	42.0	245.7
1985	126.0	12.1	66.3	45.7	250.3
1990	123.0	22.0	60.0	52.0	257.0
2000	117.0	35.0	55.0	70.0	267.0

Sources: 1960 and 1970 - U.S. Bureau of the Census, Census of Population and Housing
1980 - Housing Estimates by Rolf Goetze
- Population Estimates by Margaret C. O'Brien
1980-2000 - Rolf Goetze, Boston Redevelopment Authority,
"Housing in Boston in the 1980s", (Draft Report).

Table III-7
1970-80 ESTIMATED GAINS AND LOSSES BY CENSUS DISTRICT IN BOSTON'S HOUSING STOCK
(In Thousands of Dwelling Units)

	1970	LOSSES		GAINS			1980	% Change 1970-1980
		Demo- litions	Conver- sions	Luxury Units	Condo- miniums	Subsid. Apts.		
City Total	232.2	8.7	5.1	3.1	4.2	20.0	245.7	6%
0 Allston-Brighton	25.2	.2	.3	.2	.3	2.2	27.4	9
1 Back Bay-Fenway	23.1	.1	1.4	.6	1.8	3.2	27.2	18
2 Beacon Hill-West End	8.6	-	.2	.7	.6	.4	10.1	17
3 Waterfront-North End	4.7	-	.5	.9	.7	.4	6.2	32
4 Charlestown	5.1	.1	-	-	-	.6	5.6	10
5 East Boston	13.7	.1	.1	-	-	1.0	14.5	6
6 South Boston	14.4	.5	-	-	.1	.1	14.1	-2
7 South End-CBD	11.9	.4	.6	.2	.2	3.3	14.6	23
8 Mission Hill-Roxbury	23.2	2.0	.8	-	-	4.6	25.0	8
9 Dorchester	32.6	3.0	.7	-	-	1.5	30.4	-7
10 Neponset-Mattapan	24.5	1.4	.3	-	-	.6	23.4	-4
11 Roslindale	12.3	.2	-	-	-	.2	12.3	-
12 Jamaica Plain	11.2	.5	.1	-	.2	.6	11.4	2
13 West Roxbury	9.8	-	.1	.4	.3	1.3	11.2	19
14 Hyde Park	11.9	.2	-	.1	-	-	11.8	-1

Source: Rolf Goetze, Boston Redevelopment Authority, "Boston's Housing in the 1980", (Draft Report).

IV. BOSTON'S ECONOMY IN A METRO AREA, NEW ENGLAND REGION AND
NATIONAL CONTEXT

This year and last have been exceptionally good years for the Boston economy. Since the time of the national economic recession year of 1976, Boston has gained 36,000 jobs. Services continued to grow, and led with a gain of 23,000 jobs, from 1976 to 1979. But there was recovery also, with increases of 4,000 jobs in retail, 3,000 in finance, and 1,600 in manufacturing.

With respect to a more immediate concern, the national economic recession of 1980, Boston and the New England region are experiencing a lesser impact in comparison with the Nation as a whole. The services activities of Boston and the region are considered to be less vulnerable. For Boston, current production and investment trends are responding to strong market conditions and public and private leadership.

The spectacular transformation and revival of Boston's economy in the last decade, and the recovery of the leadership role in New England, can signify expanding opportunity, large gains in the number and quality of jobs and a more balanced pattern of economic development in the 1980-90 period. This time, Boston has a potential for advances on a broad front including manufacturing, downtown retail and neighborhood commercial centers, as well as services, in contrast to the experience in the last decade when the very sizable job growth in a wide range of services activities were offset by job losses in manufacturing and trade.

In the thirty years following the onset of the Great Depression in 1929, Boston's economic base had eroded as private investment dried up and not a single new office building, hotel, or manufacturing plant rose up to

take the place of the antiquated 19th century structures that were abandoned or leveled. Boston lost more than half its manufacturing base, and an expanding share of its retail trade activity flowed to the burgeoning suburban shopping centers. As Boston's population and labor force declined, a rising share of the City's remaining jobs went to suburban commuters.

Then, beginning in the 1960s, the fortune of Boston's economy reversed as City policy, planning, and leadership marshalled public investment in infrastructure, tax incentives, and federal urban renewal money to encourage private sector investment in the expansion of Boston's service activities. which had become the leading edge of the thriving national economy. More than 100,000 new jobs were generated, but nearly as many were lost.

Building on the leadership and transformation of the 1970s, Boston has good prospects and a great potential for generating 100,000 new jobs over the next ten years. Prognoses for the national economy. looking toward 1990, foresee the most rapid growth in the broad range of service activities in which Boston's economic base is most solid. A more modest increase anticipated in manufacturing nationally reveals an expectation of higher rates in those branches of present and growing importance to Boston-- apparel, printing and publishing, fabricated metals, machinery (including electrical), transportation equipment, and instruments. Retail recovery in Boston is foreshadowed by population stabilization, growth in income, employment, and visitors, the return of the suburban shopper, and neighborhood commercial center revival. Hotel and convention center development will add a new dimension to the broadening of the City's economic base. Boston, with forty percent of the jobs in the metro area, twenty percent of those

in Massachusetts, and ten percent in the New England region, and an even larger share of the more rapidly growing activities, can generate a widening circle of progress, opportunity, and well-being. Job gains will be spread on a broad front. Consequently, job attrition this time should be limited.

With 80,000 net new jobs and a goal for a fifty percent capture rate, Boston resident workers could gain 40,000 new jobs. This number of jobs would make possible the achievement of important City goals. It would reduce unemployment and underemployment, offer better work opportunities for those who live and work in Boston, and provide for the modest anticipated growth in the resident labor force.

More of the jobs would be located in the City's neighborhoods, with recovery in manufacturing and neighborhood commercial centers. The incomes of the people of Boston would rise, and they would be better served with revived commercial centers nearby. Living standards would improve and the quality of life would advance. With opportunity spread wider and deeper, racial antagonisms and tensions, which had been exacerbated by the confluence of busing and recession five years ago, would further ebb. The 1980s can be an era of advancing well-being, hope, happiness, and tranquility.

Prospects for the future are outstanding. Boston's emergence as a great and growing producer and exporter of a broad range of services activity -- finance and insurance, business, professional, engineering, and legal services, higher education, health and medicine, conventions and tourism-- now supplemented by a modest but significant recovery in the manufacture of fabricated metals, instruments, electrical equipment, and transportation

equipment, place it in tune with the future directions of the national economy. Boston's modernization has been complemented by the transformation and favorable evolution of the New England economy with expansion in services, new technology industry, and recreation and tourism. As a consequence of the success in structural change, New England has fared better than the Middle Atlantic and Midwest states in employment growth since 1970, and last year marginally exceeded the nation in the rate of increase in personal income. Boston draws nourishment from the thriving New England economy and contributes importantly to it. In fact, after half a century, Boston has retaken its place as a leader in the metro area, state, and New England economies.

Boston is the regional economic center of New England - the most important center of professional, business, finance, communications, and public utility services - a renowned cultural center - a transportation center - and a government center.

Boston is a generator of employment and income, a city with a population of 644,000 and 536,000 jobs. Boston has the highest ratio of jobs to population of any of the Nation's thirty largest cities with the exception of Washington, D.C.

With some \$12 billion of public and private investment in the 1970-80 decade, Boston experienced an extraordinary transformation. Between 1950 and 1980, Boston's employment structure changed fundamentally. Boston's services activities, including transportation, communication, public utilities, finance, insurance, business services, and professional services expanded their share of the City's total employment from 32 percent in 1950, to 52 percent in 1980, while that for manufacturing fell by almost half.

As a consequence of the growth in capacity and the expansion of the economic base in those areas where national economic growth is expected to rise more rapidly, Boston was able to respond smartly to national recovery with growth in employment in 1977, 1978, and 1979.

Boston's role as a regional economic center has several dimensions. The uniquely high ratio of jobs to population means that Boston is the direct source of employment and income for an area that extends well beyond the borders of the City and even that of the metro area.

Boston is an export economy providing a broad range of services to the metro area, the New England region and the Nation. With a larger share of its employment and production in a broad range of services activities than any other of the Nation's thirty largest cities, much of Boston's services activities are geared to a regional and national market. The share of Boston's jobs serving a regional and national market is 29 percent in transportation and communication, 24 percent for wholesale trade, 62 percent for finance and insurance, and 42 percent for services. Among the principal export service activities were professional, social, medical, and educational services, with 56 percent exported. Conversely, Boston is a net importer of manufactures, retail trade, and government service, providing only 54 percent, 83 percent and 92 percent, respectively, of the City's requirements.

As a regional economic center, a dynamo, and an exporter of professional, business, finance, medical and higher education services, Boston's production and employment role far outweighs its population role in the metropolitan area. Boston's share of metropolitan area employment is 37 percent, in comparison with a population share of 23 percent.

Drawing on the City's employment and population role, the Boston metropolitan area stands out on a national scale. Sixth largest in the Nation in population and in market size (personal income), the Boston metro area is larger than all of the Sunbelt metro areas except Los Angeles, and, since 1967, it has been growing more rapidly than Los Angeles in population, market size, and production. The growth of Houston, one of the most rapidly expanding large metro areas of the Sunbelt, has been faster than that of the Boston metro area, but the Boston metro area is more than half again as large in terms of population, market size, and production.

The role of Boston and its metro area loom large in the New England region. Since 1970, employment in services activities has been the most rapidly expanding sector of the Nation and New England. Boston's 44 percent share of the metro area's services employment, and the metro area's 36 percent share of New England region services employment, contributed importantly to the Region's gain of 400,000 jobs. Services job growth accounted for more than half of the increase. While the growth for the New England region was only half that of the Nation as a whole, it surpassed that of the Mid-Atlantic states by far. The role of Boston and the metro area were a principal determinant of the respectable economic performance of the New England region.

New England's strong current performance and good prospects also reflect the long-completed adaptation to the loss of textile, leather, and agriculture activities, high energy costs and a transportation disadvantage, and the scarcity of exploitable natural resources. New England's economy is now geared to its skilled labor force, finance and services, new

technology industry, urban and recreational amenities, tourism, and the narrowing of wage rate differentials with the United States and rest of the world.

Boston has good prospects for gaining 80,000 net new jobs in the 1980-90 decade. The largest gains, some 50,000 net new jobs, would be provided by the continued growth of the broad array of services activities in line with national and regional perspectives. Retail trade recovery, including the growth of demand by Downtown residents, those who work in the City, visitors, a rising margin of suburban shoppers, and the population in neighborhoods with rising levels of income, would raise retail trade employment by 11,000.

Projections for industrial recovery represent attainable goals important for the expansion of opportunity for a portion of Boston's labor force who are not likely to be drawn into the City's service activities. An ambitious goal of 12,000 net new industrial jobs by 1990 could be attained if the job gain rate of some recent years could be sustained. A number of favorable factors suggest a good potential for manufacturing job growth. Boston's available labor force, lower cost transportation access, good industrial sites, public infrastructure investment and publicly-funded incentives which reduce plant investment and operating costs have been instrumental in the establishment of a number of enterprises new to Boston in recent years. In addition, wage rate differentials with the rest of the country and the world have narrowed in Boston's favor. Markets for Boston's areas of specialization are rising, and the City can expect to benefit from the innovative brain power of the area's universities.

Boston's projected gain of 80,000 net new jobs is consonant with national, state, and metro area perspectives. The national economy is expected to gain 17 million net new jobs by 1990.* For the Massachusetts economy, an employment growth of 480,000 is anticipated by 1990.** The Boston metropolitan area currently makes up 54 percent of total employment in the State. For the future, looking ahead to 1990, a job growth of 246,000 is foreseen for the Boston metropolitan area. Boston's goal of 80,000 net new jobs by 1990 would account for 33 percent of the projected metro area increase, and compares with Boston's present 35 percent share of metropolitan area employment.

* Valerie A. Personick, "Industry Output and Employment: BLS Projections to 1990", Monthly Labor Review, April 1979.

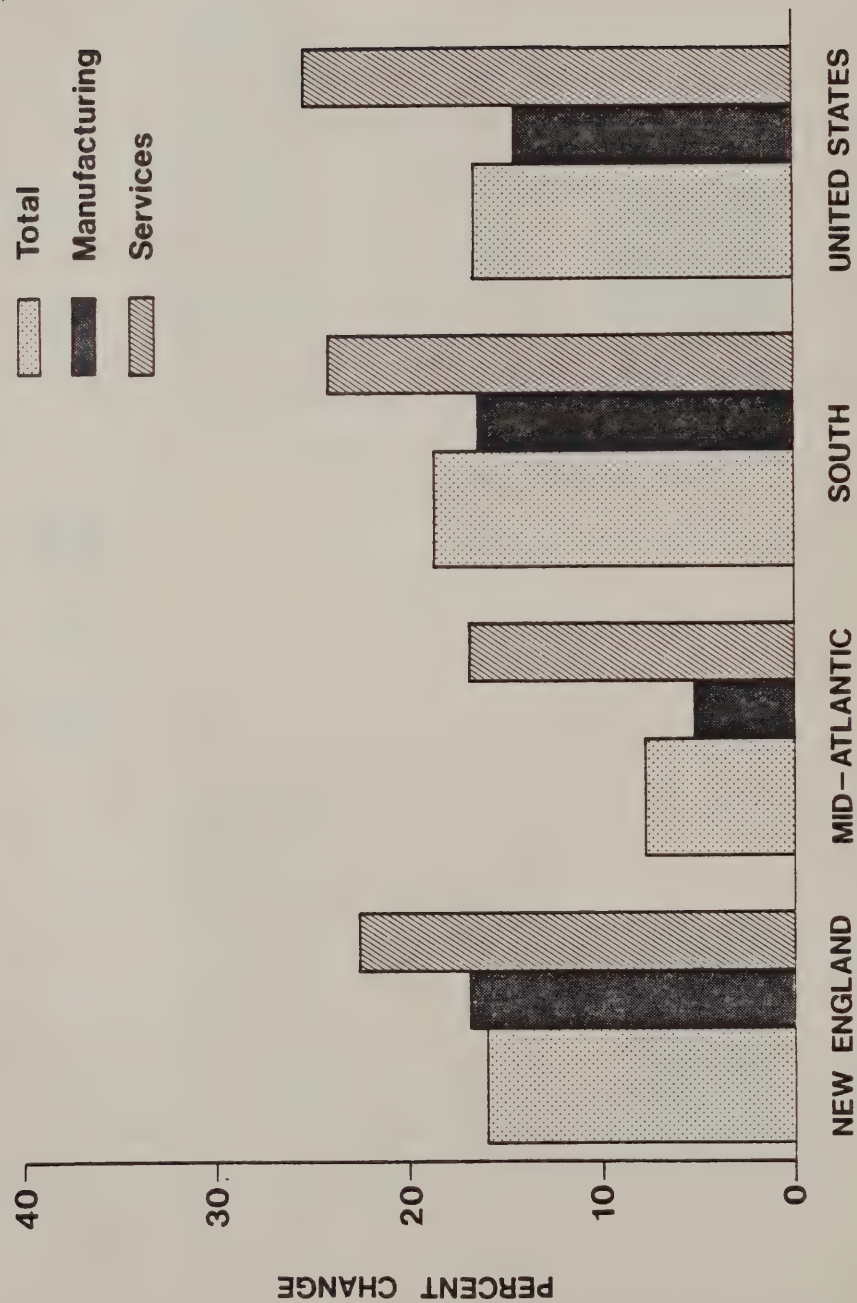
** George Treyz and Roy Williams, "Long Range Forecast, Massachusetts Economic Policy Analysis Model", University of Massachusetts, Amherst, September 1977.

**Graph IV-1 BOSTON'S ROLE IN THE METRO AREA AND
NEW ENGLAND REGION - 1977**



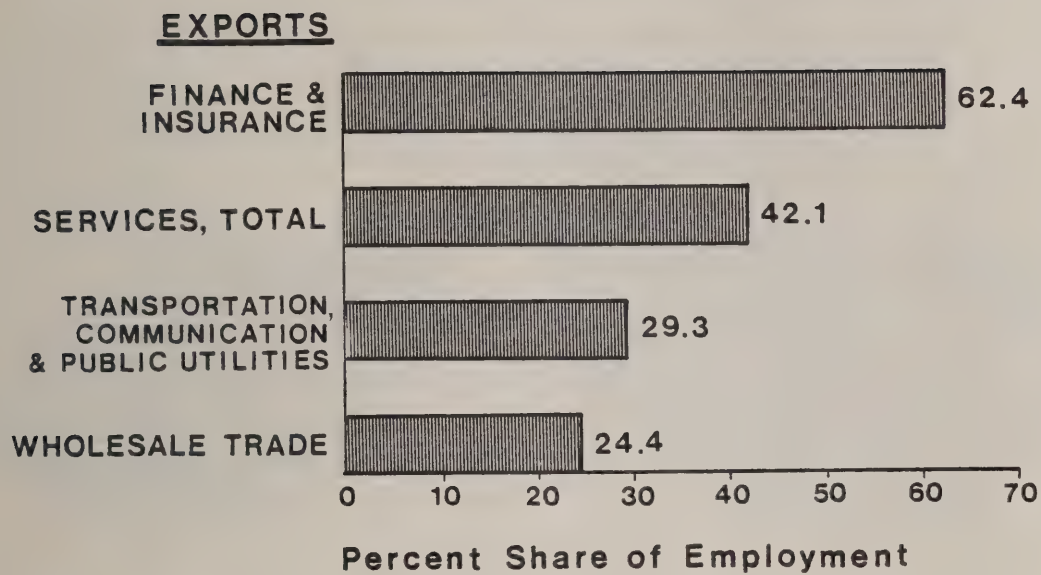
Source: B.R.A., U.S. Census Bureau, U.S. Bureau of Labor Statistics,
Mass. State Census, Mass. D.E.S

Graph IV-2 NEW ENGLAND REGION IN THE NATIONAL CONTEXT -
EMPLOYMENT CHANGE, 1975 - 1979



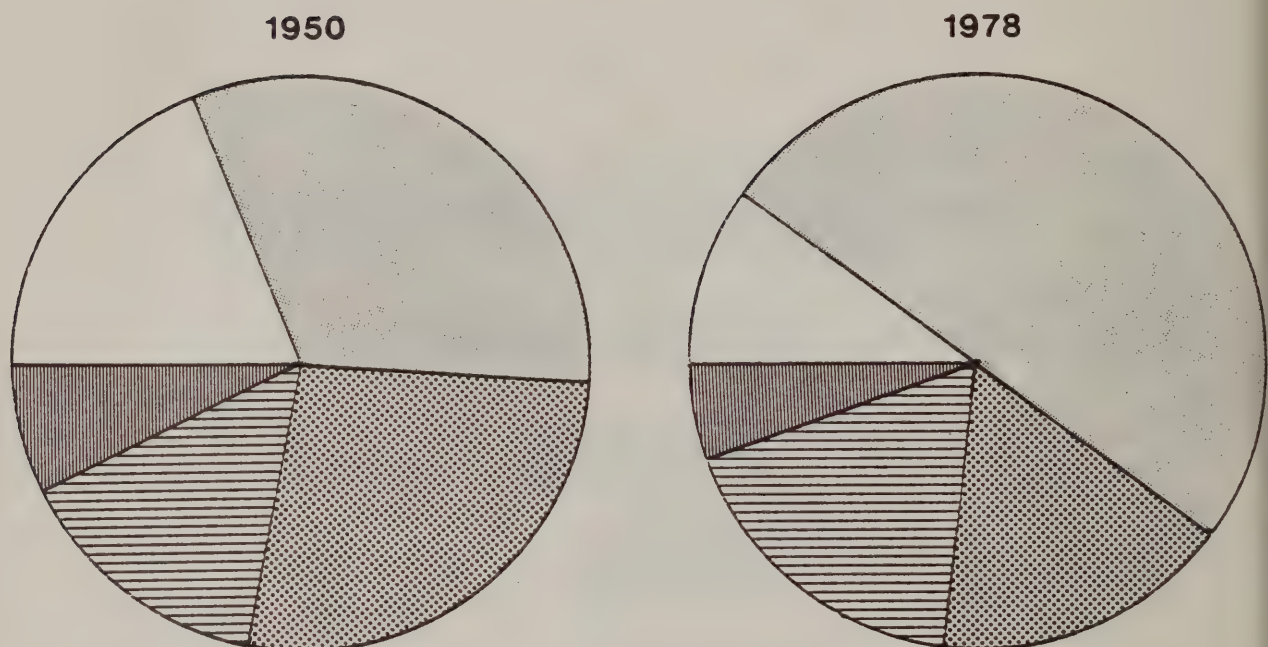
Source: U.S. Bureau of Labor Statistics
Employment & Earnings, 1975-78, States & Areas
Employment & Earnings, May 1980

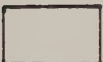
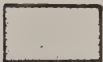
Graph IV-9 EXPORT ROLE OF BOSTON'S JOBS, 1976



Source: U.S. B.E.A. and B.R.A. Research Dept.

**Graph IV-4 STRUCTURAL CHANGE IN THE BOSTON ECONOMY;
EMPLOYMENT COMPOSITION**

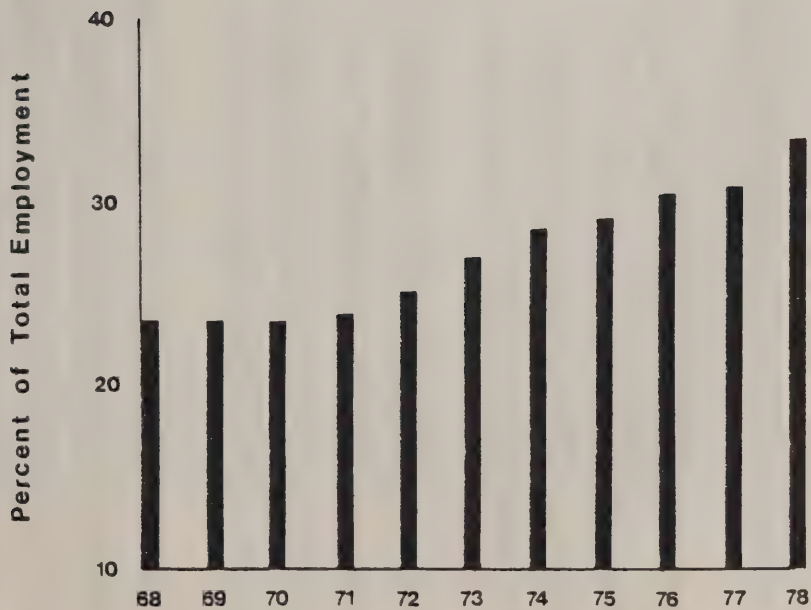
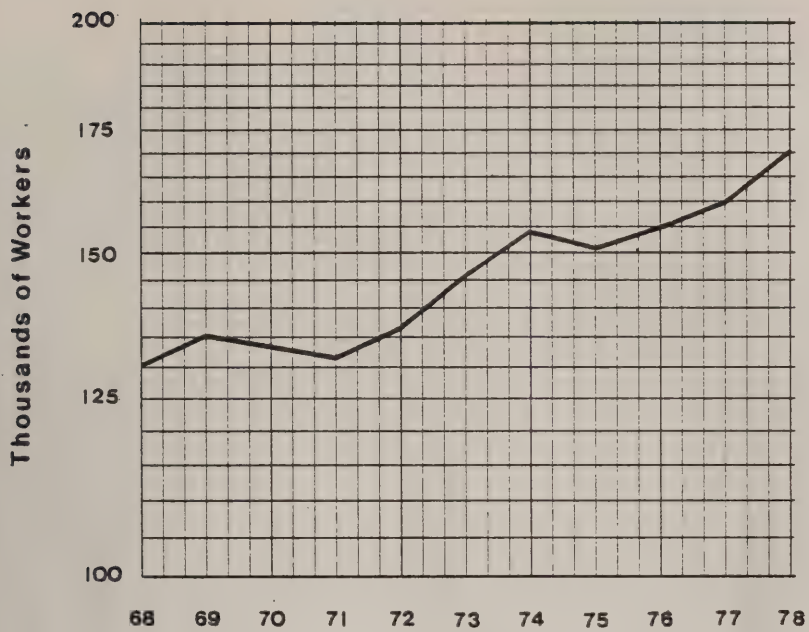


	1950	(Percent)	1978
 Manufacturing	19		11
 Services*	32		52
 Trade	27		17
 Government	15		16
 Construction & other	7		4
Total	100		100

* Transportation, Communications, Public Utilities, Finance, Insurance, Business, Professional, Higher Education, Medical & Other Services

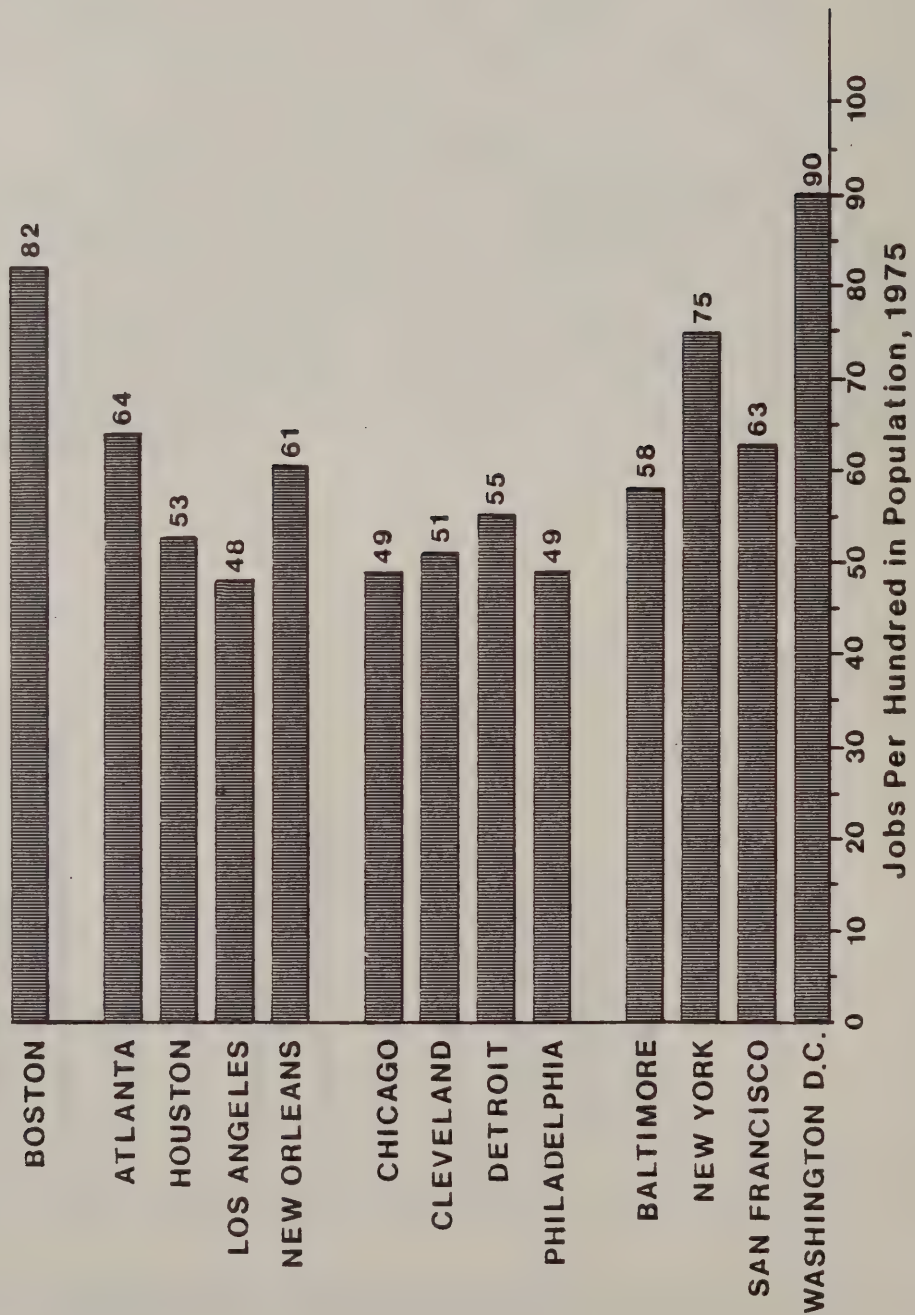
Source: B.R.A. Research, U.S. B.E.A., Mass. D.E.S.

**Graph IV-5 SERVICES EMPLOYMENT GROWTH IN BOSTON,
1968 - 1978**



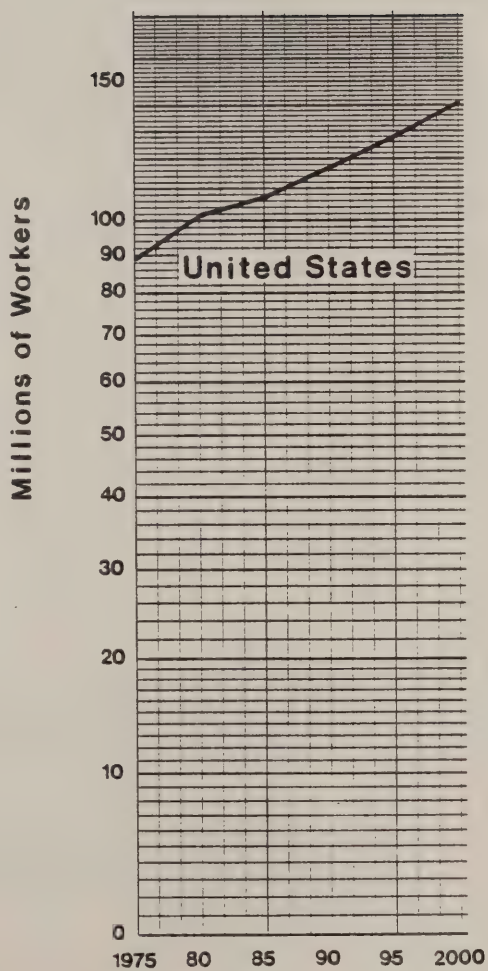
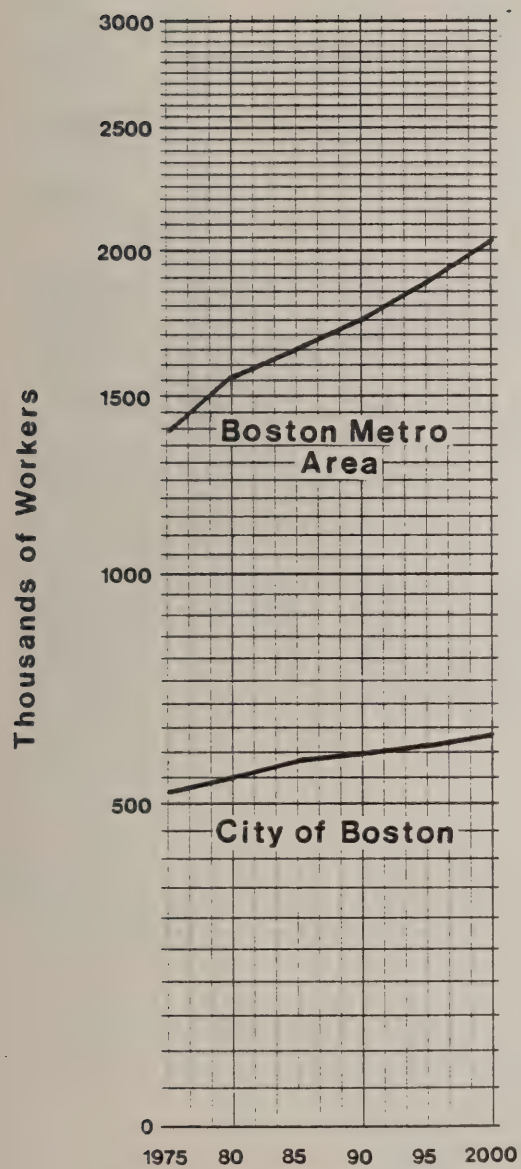
Source: B.R.A. Research Dept., based on data of the Mass. Div. of Employment Security and the U.S. Bureau of Economic Analysis

Graph IV-6 BOSTON AS DYNAMO
COMPARISONS OF JOB-POPULATION RATIOS, BOSTON
AND OTHER MAJOR CITIES



Source: B.R.A. Research Dept., U.S.BEA.

Graph IV-7 EMPLOYMENT PERSPECTIVE, TOWARD THE YEAR 2000



Source: B.R.A. Research Dept., U.S.B.L.S.

Table IV-1
EMPLOYMENT IN BOSTON BY MAJOR INDUSTRY
(Suffolk County)

	<u>1972</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979 *</u>
Fishing & Horticulture	678	840	681	610	597
Construction	16,965	9,567	8,842	9,486	10,176
Manufacturing	59,720	56,492	57,226	56,381	58,078
Transportation, Communication and Public Utilities	40,892	35,114	34,921	34,343	35,386
Trade	115,500	93,099	92,265	90,168	94,382
Wholesale	40,240	32,863	32,521	29,282	30,263
Retail	75,260	60,236	59,744	60,886	64,119
Finance, Insurance, Real Estate	69,684	62,858	63,558	64,883	65,914
Services	146,604	163,851	166,497	178,198	187,309
Proprietors	11,296	10,989	11,289	11,778	11,965
Government	<u>96,553</u>	<u>88,592</u>	<u>86,637</u>	<u>87,395</u>	<u>93,756</u>
Total	<u>557,892</u>	<u>521,402</u>	<u>521,896</u>	<u>533,242</u>	<u>557,563</u>

* 1979 Employment based on first two quarterly reports from Massachusetts Department of Employment Security adjusted for seasonal variation.

Source: Boston Redevelopment Authority Research Department. Based on U.S. Bureau of Economic Analysis totals for Suffolk County. (Boston employment makes up approximately 96 percent of that for Suffolk County.)

Table IV-2
EMPLOYMENT PROJECTIONS--U.S., NEW ENGLAND AND MASSACHUSETTS--,
AND GOALS FOR BOSTON AND THE METRO AREA
(Numbers of Workers)

	<u>U.S.</u>	<u>New England</u>	<u>Massachusetts</u>	<u>Boston Metro Area</u>	<u>Boston</u>
1975	92,330,800	5,494,585	2,538,000	1,397,000	504,010
1980*	104,351,000	6,200,000	2,871,100	1,533,000	540,000
Projections					
1985	114,440,000	6,775,000	3,135,100	1,668,000	585,000
1990	121,204,000	7,200,000	3,355,600	1,779,000	620,000
Annual Average Rates of Change (Percent)					
1975-1980	2.5%	2.4%	2.5%	1.9%	1.4%
1980-1985	1.9%	1.8%	1.8%	1.7%	1.6%
1985-1990	1.2%	1.2%	1.4%	1.3%	1.2%

* Estimated.

Sources: 1950-1980 - U.S., Mass., and Boston from U.S. Bureau of Economic Analysis. N.E. and SMSA by BRA Research based upon Mass. Division of Employment Security and U.S. Department of Labor.

Projections:

- U.S. from U.S. Bureau of Labor Statistics, "U.S. Industry Employment and Output Projections to 1990"; Mass. from George Treyz "Massachusetts Economic Policy Analysis Model"; New England, Boston Metro Area, and Boston are goals projections by BRA Research Department.

Table IV-3
EMPLOYMENT GROWTH TARGETS FOR BOSTON, 1980-1990

<u>Investment Sectors</u>	<u>Permanent Jobs To be Created</u>	<u>Goals for Net Employment Increase; New Jobs Created Less Projected Attrition</u>
Office Industries	42,000	40,500
Retail	11,000	11,000
Hotel	7,000	7,000
Housing	500	500
Medical, Educational, Cultural	10,000	8,000
Industrial	17,000	12,000
Transportation, Communication, and Public Utilities	1,000	1,000
Public	11,500	-
Total	100,000	80,000

Source: Boston Redevelopment Authority Research Department.

Table IV-4
OFFICE EMPLOYMENT IN BOSTON, BY INDUSTRY, 1977

Number of Workers in
Downtown Private Office Space*

<u>Industry</u>	<u># of Workers</u>	<u>Percent Distribution</u>	<u>% Share of Boston Employment, By Industry</u>
Construction	1,560	1%	12.5%
Agriculture & Mining	73	-	13%
Manufacturing	5,438	4%	10%
Printing & Publishing	4,698	3.2%	40%
Leather	311	0.2%	19%
Electrical Machinery	22	-	1%
Miscellaneous Manufacturing	407	0.3%	28%
Wholesale & Retail Trade	4,490	3%	5%
Transportation, Communication, and Public Utilities	23,222	16%	70%
Finance, Insurance & Real Estate	43,128	29%	68%
Services	52,961	36%	34%
Business	13,748	9.5%	35%
Professional	38,943	26.5%	34%
Government	16,608	11%	19%
Total	147,210	100%	29%

* Downtown includes Financial District, Midtown, Waterfront, Government Center, and Back Bay.

Source: Michael Matrullo, Boston Redevelopment Authority, "The Office Industry Survey."
Boston Employment by Industry, is from the U.S. Bureau of Economic Analysis.

Table IV-5
BACKGROUND INFORMATION ON
BOSTON'S GOALS FOR JOBS FOR RESIDENT-WORKERS

I. Employment in Boston, 1979 535,260

Source: BRA, based on information from the
U.S. Bureau of Economic Analysis and the
Mass. Division of Employment Security.

II. Jobs in Boston, by Neighborhood, 1975

Boston, Total	521,150
Central Business District	236,704
Back Bay-Beacon Hill	73,327
South Boston	26,572
Fenway-Kenmore	40,005
Allston-Brighton	21,636
Charlestown	10,784
Dorchester	23,585
East Boston	17,824
Hyde Park	6,610
Jamaica Plain	13,660
Mattapan-Franklin Field	4,270
Roslindale	6,313
Roxbury	10,295
South End	22,691
West Roxbury	6,874

Source: BRA, based on Dun & Bradstreet, "Duns
Market Identifier File" and Mass. Division
of Employment Security.

III. Jobs Held by Boston Resident-Workers

	<u>1960</u>	<u>1970</u>	<u>1977</u>
Total Boston Jobs	550,561	575,668	516,661
Boston Resident-Workers	262,416	237,211	212,892
Commuters	288,145	338,457	303,769
Boston Residents Percent Share	48%	41%	41%
Boston Workers	300,812	278,363	272,674
Working in Boston	262,416	237,211	212,892
Working outside Boston	38,396	41,152	59,782

Source: BRA, based on the 1960 and 1970 U.S. Census
of Population and Housing, and Mass. Division
of Employment Security.

Table IV-5 (continued)

IV. Boston's Office Industry Distribution of Office Workers, by Residence Location and Occupation

<u>1973</u>	<u>Residence-Location</u>	
	<u>Boston</u>	<u>Suburbs</u>
All Occupations	31%	69%
Managers and Professionals	20%	80%
Clerical and Other	39%	61%

Source: BRA, Boston's New High Rise Office Buildings; A Study of the Employees and Their Housing Preferences, July 1974.

<u>1977-78</u>	All Occupations	25%	75%
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Source: BRA, The Office Industry Survey; An Analysis of Office Tenant Responses, March 1979.

V. Unemployment

1979 Rates

Boston	6.5%
Boston Metro Area	5.2%
Massachusetts	5.5%
New England	5.4%
United States	5.8%

<u>1979 - Number of Unemployed Workers in Boston</u>	<u>20,000</u>
--	---------------

Sources: U.S. Bureau of Labor Statistics, Mass. Division of Employment Security.

1977 - Number of Unemployed Workers in Boston, by Neighborhood

<u>City Total</u>	<u>38,922</u>
Allston-Brighton	2,531
Back Bay-Beacon Hill	1,047
Charlestown	1,575
Dorchester-Uphams Corner	2,290
Dorchester-Fields Corner	3,096
Downtown-North End-Chinatown	1,783
East Boston	3,384
Fenway-Kenmore	1,826
Hyde Park	1,252
Jamaica Plain-Mission Hill	3,677
Mattapan-Franklin Field	4,460
Roslindale	1,199
Roxbury	4,923
South Boston	2,090
South End	2,242
West Roxbury	1,567

Source: BRA, based on Mass. Division of Employment Security, Hart Research Associates.

Table IV-5 (continued)

Boston's Share of Metro Area Labor Force and Unemployment 1979

	<u>Labor Force</u>	<u>Unemployment</u>
Boston Metro Area	1,392,000	73,776
Boston	315,000	20,475
Boston's Share	23%	28%

Source: Mass. Division of Employment Security.

VII. Jobs Targets for Resident Workers, 1980-90

One Out of Every Two Net New Jobs	40,000
Reduction in Unemployment	14,000
Reduction in Underemployment	26,000

Resident Worker Share of Boston Jobs

	<u>1980 *</u>	<u>1990 Target</u>	<u>Change</u>
Jobs in Boston	540,000	620,000	+ 80,000
Boston Resident Workers	221,000	261,000	+ 40,000
Resident Workers Share	41%	42%	

* Estimate

V. DEVELOPMENT PERSPECTIVE FOR THE 1980-90 DECADE

Ambitious goals for people and neighborhoods, jobs and the economy, in the 1980-90 decade, will require very substantial investment. The magnitude and composition of this investment, the related public and private sector roles, and the perspective for their achievement are the principal subjects of this report.

In contrast to last decade's \$12 billion of investment--which modernized and transformed Boston's economic base, and generated 100,000 jobs--\$20 billion of public and private investment can be marshalled in the 1980-90 decade to achieve goals for advancing the quality of life and the creation of the 100,000 new jobs Boston will need and has good prospects for attaining. The investment effort called for this time is larger than last decade's, even though the job target is similar, because investment needs will be somewhat different and costs higher. And while last decade's job gains in services were largely offset by losses in manufacturing and trade, this decade's goals aim for a broad advance in manufacturing, trade, as well as services, so that a gain of 100,000 new jobs could signify at least 80,000 net new jobs, with attrition held to small limits. The achievement of the goal of \$20 billion of investment in the 1980-90 decade would expand opportunity for all Bostonians, advance neighborhood well-being, strengthen the City's economic base on a broad front, and fortify Boston's leadership in the metro area and New England region. The monitoring of development projects underway, planned or proposed, presented in Chapter VI of this report, suggests that the ten-year goals for investment and jobs are well on their way toward achievement.

Fortunately for Boston, investment targets for the 1980-90 decade are matched by a perspective for investment so outstanding as to suggest very favorable prospects for achieving the ambitious investment goals. The notable investment perspective flows from market prospects for growth in services, including hotels and convention centers, revival of retail trade and neighborhood commercial centers, selective recovery in manufacturing, expansion of medical facilities and institutions of higher education, and a spawning of cultural facilities. The perspective for public infrastructure investment in Boston--City, State, and Federal--essential to induce and facilitate the implementation of the private investment outlook, is equally good, even though there are large gaps in relation to needs.

The significance and importance of the ambitious investment goals for the 1980-90 decade may be best appreciated in the light of Boston's recent economic history. Much of Boston's present economic base, cultural facilities and public infrastructure--office buildings, factories, department stores, hotels, hospitals, universities, museums, theaters--had been built in the latter years of the nineteenth century and the first fifteen years of the twentieth, with another spurt in the 1920s. Fenway Park was constructed in 1912 and the Boston Garden in 1928. And then for the thirty years following 1929 there was a drought with virtually not a single office structure, hotel, or cultural facility. The consequence was loss of population, loss of jobs, decline in income levels, and damage to the quality of life. A trickle of investment began in the early 1960s following Mayor Hynes' promotion of tax incentives which brought the development of the

Prudential Center, and Mayor Collins' urban renewal program which spurred Government Center redevelopment. Mayor White's forward looking public improvement and neighborhood revitalization program, extended in scope and depth over a twelve-year period, unleashed a veritable torrent of development transforming Boston's economic base, generating jobs, and bringing new life to the City's neighborhoods. But development wasn't uniform, and certain important gaps remain.

Boston's 1980-90 investment goals are designed to build on the strength of the neighborhood revitalization and economic transformation of the last decade by broadening the scope of investment to reach new target areas. For people and neighborhoods, this means commercial center refurbishing, and job creation. For the City's economy, this signifies a greater emphasis on hotel and convention centers, retail revival and modest recovery in manufacturing. The difference in investment mix is of some significance. With greater attention to commercial center revival and manufacturing recovery, investment will be more neighborhood-oriented. With an important but proportionately lesser role for office building, the investment cost per job created will be higher than in the last decade. The broader scope of investment goals for the 1980-90 decade should help achieve larger aims for expanding opportunity and dampening the social and economic bases of racism.

The investment perspective attests to the potential for achieving investment targets and the larger goals for the people of Boston.

National prognoses foresee the most rapid growth, for the 1980-90 decade, in the broad range of services activities represented by the firms

occupying Boston's office space. A recent survey of these firms showed that they will need space for 15,000 additional workers over the next five years. In response to the scarcity of new office space, the rise in office rentals, the expansion plans of firms occupying Boston's office buildings, and national perspective for the leading role of services growth, more than nine million square feet of new office construction is anticipated over the next ten years. This will include the conversion of an estimated 1,250,000 square feet of vacant or underutilized commercial and warehouse space not currently in office use. Projections of employment growth in services activities in Boston suggest that job expansion would more than absorb this amount of new space in the 1980-90 years. Boston is expected to maintain its preeminence in services activities and in office space in the metropolitan area and the New England region.

Boston is under-hoteled and its convention facilities have not grown with the needs of the conventions which like to come to Boston. Business visitor, convention-goer, and tourist demand is expected to double in ten years. In addition, there is a current deficit in hotel space in terms of the quarter million guests who are turned away currently. There is also a need to replace obsolescent hotels. These factors taken together, would require the construction of more than one thousand hotel rooms a year for the next ten years. Convention facilities will have to more than double if Boston is to hold on to those groups which come here and have grown over the years.

Boston is expected to experience a retail revival with an expanding stream of purchasing power fed by a growing downtown population with higher

incomes, rising downtown employment, a swelling tide of tourist visitors, and a return of the flow of suburban shoppers. Recent surveys of downtown shoppers show that more than forty percent come from outside the City. Downtown retail growth will be matched by neighborhood commercial center revival. More than three million square feet of retail space are projected for construction in the 1980-90 decade.

Boston's construction of 27,000 housing units in the 1970-80 years is expected to be matched by at least 25,000 in the 1980-90 period, as the national and state rise in household formation foreseen (a lagged effect of the postwar baby boom), combined with the increasing attractiveness of Boston as a place to live and work, compound the demand for housing. The burgeoning of these pressures has been evident since early 1978 with a fall in vacancies, a rise in values, widespread rehabilitation, a wave of condominium conversions, and the adaptive reuse of nonresidential structures for housing. In contrast to the 1970s, when publicly-assisted construction predominated, much of the 1980s' new housing will be built without public subsidies.

A more difficult target, but one now considered to be attainable in view of the emergence of favorable factors spurred by a determined public sector strategy, is the construction of four million square feet of industrial space. Several recent years of modest growth in manufacturing employment, the continued expansion of Teradyne, an instrument maker, and the planned growth of Digital, a computer manufacturer, attracted by the City access to labor force, and special inducements, give heart to the potential for success in achieving this goal. Recovery and growth in manufacturing will result in new investment over the next decade, particularly in instruments, transportation,

equipment, fabricated metals, and marine-related industries. The Boston Marine Industrial Park and the Crosstown Industrial Park are expected to expand over the ten-year period.

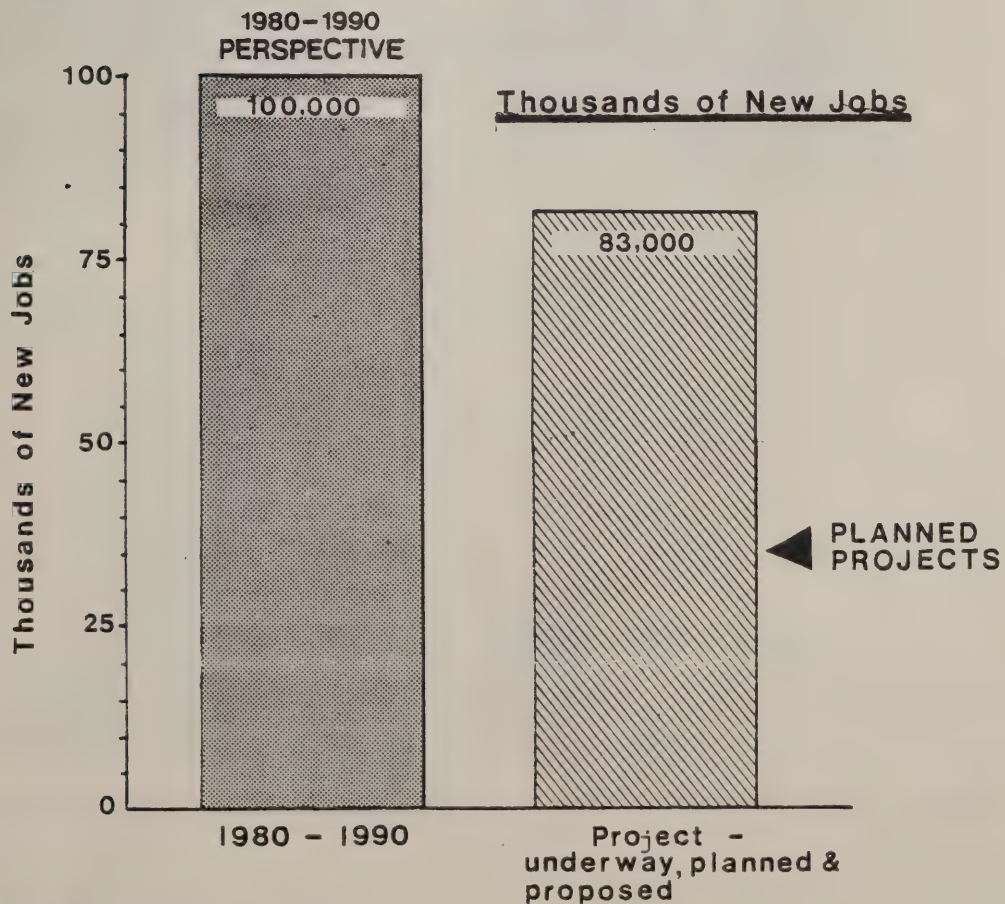
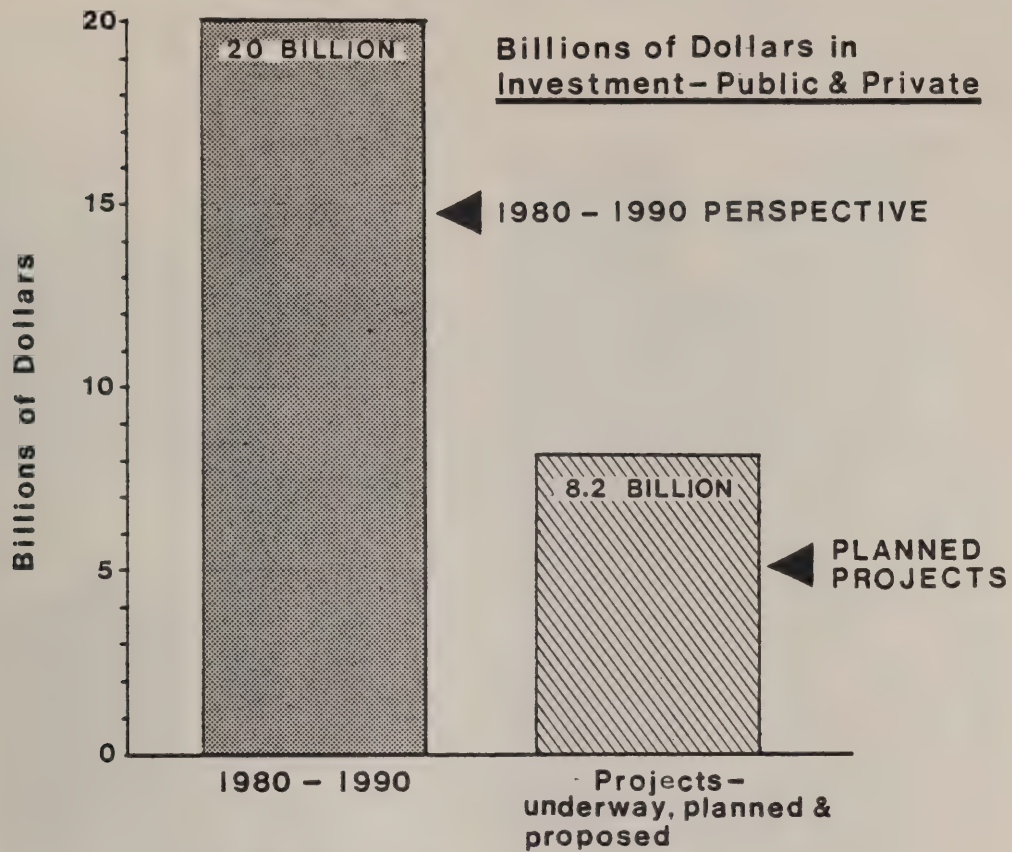
Continued growth of medical institution, higher education facilities are expected over the next decade in line with national prognoses and local expectations. Prospects for theater and cultural facilities development are strong in line with the decade's resurgence in attendance. New investment in the 1980s is projected at \$3 billion.

Substantial federally-funded investment in public transit as well as port, airport, roads and bridges over the next decade is already in the pipeline. This will be supplemented by large federal funding of water and sewer facilities for maintenance, repair, and replacement of nineteenth century public infrastructures. State funding of convention and sports arena facilities will be essential for progress in these key areas. Resolution of the City's inadequate revenue base and the level of federal funding of community development and public works will determine the level of City investment in public capital improvements.

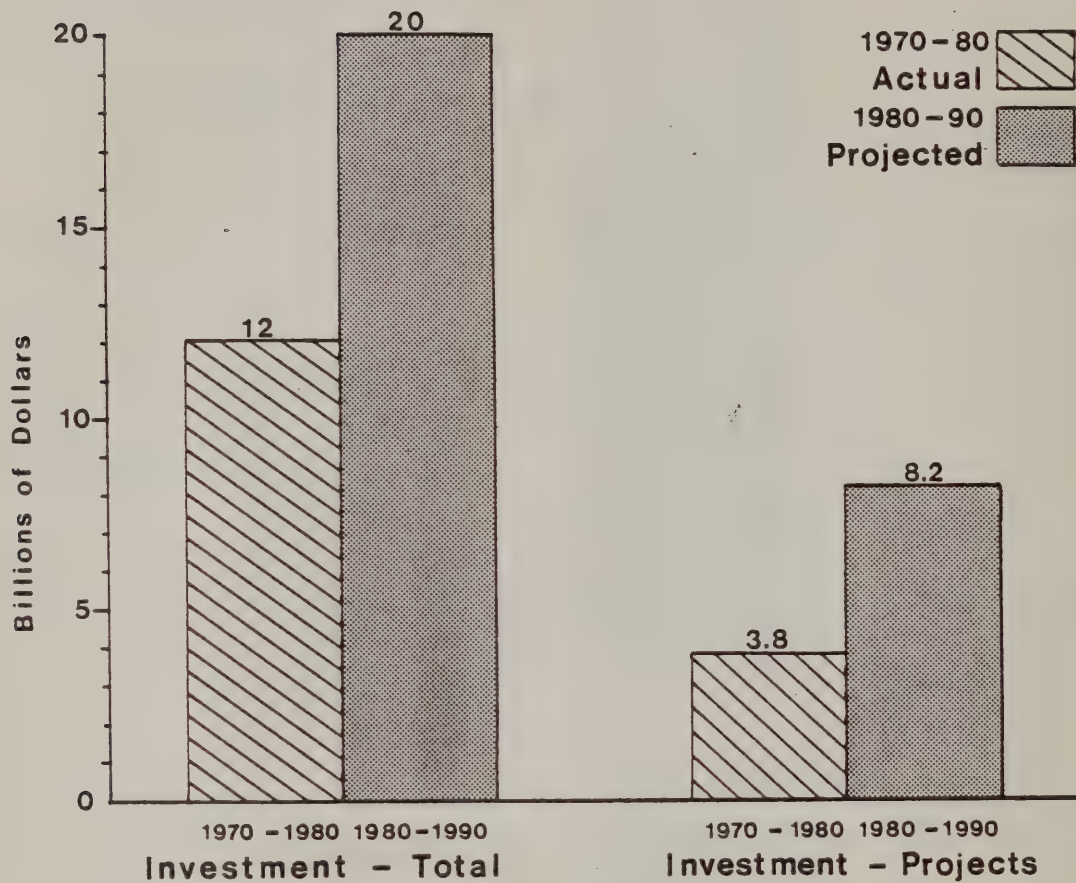
The foregoing prospects, of course, will be contingent on public policy, planning, and leadership and the private sector initiative and commitment, which working together, can make it all happen.

The ample perspective for growth and broadening of Boston's economic base suggest that large investment goals are attainable, with all that they signify for advancing the quality of life.

Graph V-1 DEVELOPMENT-
PLANNED PROJECTS & LONG-TERM PERSPECTIVES



Graph V- 2 BOSTON'S DECADES OF DEVELOPMENT,
1970 - 1980 and 1980 - 1990



Source: B.R.A. Research Dept.; A Decade of Development in Boston

Graph V-3 INVESTMENT, 1970 - 80 AND 1980 - 90

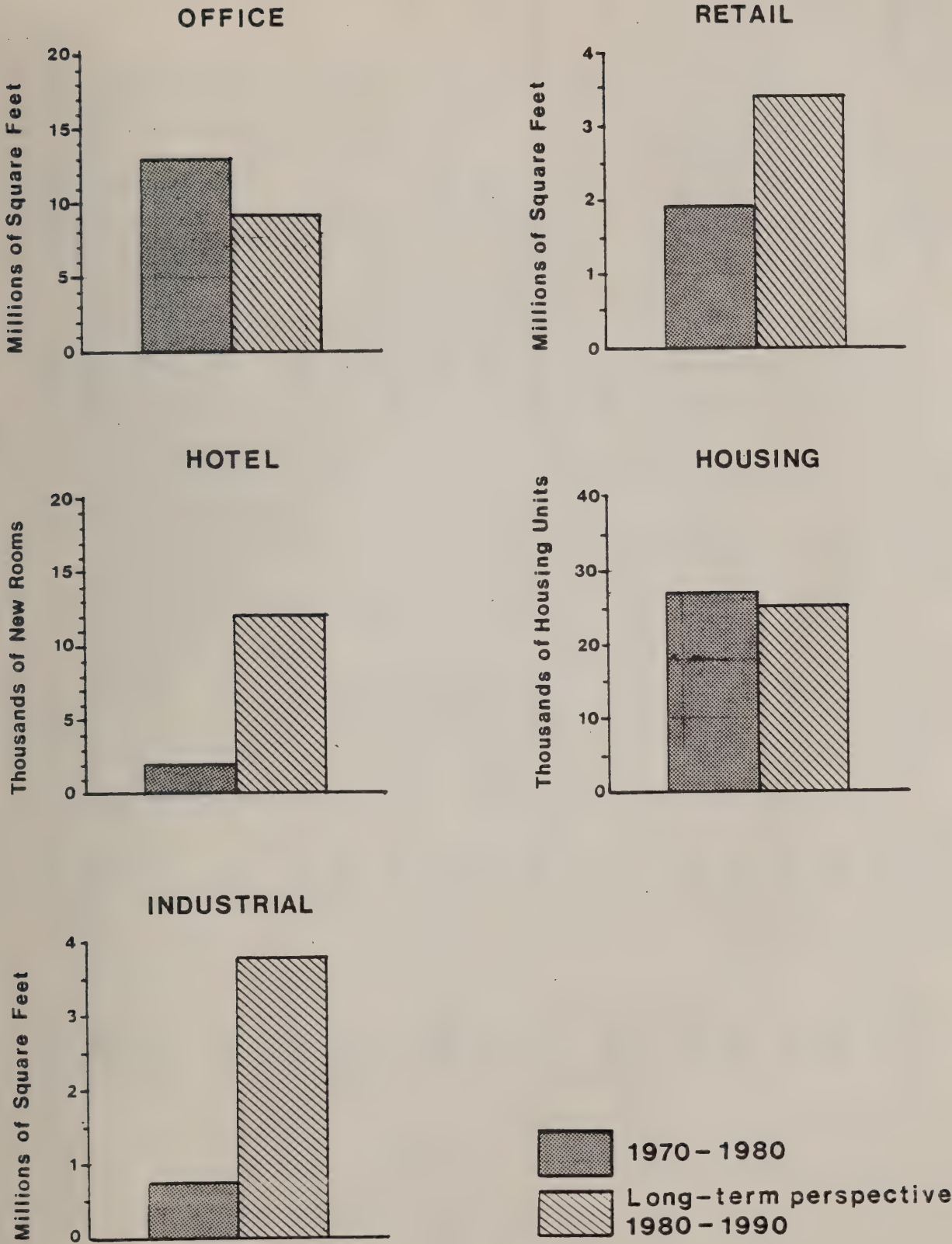


Table V-1
LONG-TERM DEVELOPMENT PERSPECTIVES, 1979-1990

Type	New Investment (Millions of Dollars)	Replacement, Renovation, Equipment	Total Investment	Square Feet # of Rooms # of Units	Construc- tion Jobs *	Permanent Jobs	Projected Net Employment Increase
Office	\$ 1,300	\$ 900	\$ 2,200	9.25M SF	23,100	42,000	40,500
Retail	300	450	750	3.4 M SF	10,500	11,000	11,000
Hotel	1,500	300	1,800	12,000 rooms	18,900	7,000	7,000
Housing	2,000	1,000	3,000	25,000 units	40,000	500	500
Medical, Educational, Cultural	2,000	1,000	3,000		36,000	10,000	8,000
Industrial	600	400	1,000	3.8 M SF	10,500	17,000	12,000
Private TCPU**	800	400	1,200		12,600	1,000	1,000
Public, Total	3,750	3,300	7,050		74,025	11,500	--
Transportation***	1,200	2,300	3,500		36 750		
Other Public	2,550	1,000	3,550		37,275		
City	800	600	1,400		14,700		
Local & Metro Region Authorities	475	125	600		6,300		
State	625	75	700		7,350		
Federal	650	200	850		8,925		
TOTAL	\$ 12,250	\$ 7,750	\$ 20,000		225,625	100,000	80,000

* Man-years

** Transportation, Communication & Public Utilities

*** Includes Metro Region Authorities, State & Federal

VI. DEVELOPMENT RESPONSE: DEVELOPMENT PROJECTS IN THE PIPELINE

An impressive array of development projects, public and private, currently underway, planned or proposed, attest to the bright potential future for Boston and those who live and work here. Major development projects in the pipeline add up to more than \$8 billion of investment and 80,000 permanent new jobs, comparing more than favorably with the last decade's flow at a comparable early stage. Significantly, two areas of development planning which lag are city and state public investment financing, and here catch-up is needed if strategy and goals are to succeed. An analysis of requirements is presented in Chapter VII.

Development projects in the pipeline will deepen and broaden Boston's economic base. Hotel proposals dominate with planned investment of almost \$1 billion in more than 12,000 new rooms in 24 hotels or additions, far exceeding the new hotel construction in the 1970-80 years. An office building resurgence is underway; a dozen major projects would provide more than nine million square feet of new space. Anticipating a renaissance in retail trade, some \$174 million of retail investment is proposed which could add some 2.3 million square feet to the City's roster of retail space.

Almost 15,000 housing units are planned, including sizable projects designed wholly for market level rentals, for the first time in a decade. Some dozen and a half projects for institutions of medicine and higher education, and a dozen for theater and cultural facilities, involve some \$750 million of new investment. Planned transportation investment, drawing largely on federal and state funding, will dominate the public sector role with \$3 billion in twenty-four projects spanning public transit, airport,

seaport, roads and bridges. Altogether, more than 250 development projects, large and small, are already in Boston's investment pipeline for the 1980s.

Reflecting the response to the extraordinary perspective and last decade's achievements, Boston's neighborhoods are alive with housing fix-up, public improvements and plans for commercial center revitalization. Major projects underway include the Charlestown Navy Yard transformation into a new neighborhood with a historic park, the conversion of obsolete Navy buildings into new housing, plus a new hotel, as well as industrial, marine, and retail uses. Conservation, recycling, and reuse parallel the emergence of the new. Also underway is the recycling of the old Federal Reserve site into office and hotel use. The Copley Place project, in an advanced stage of planning, will link two of Boston's historic neighborhoods--Back Bay and South End--with a new housing, office, hotel and retail complex. Boston's old traditional department store neighborhood along Washington Street will be more sprightly with the auto-free pedestrian zone, the housing and office use of Devonshire Towers, and the hotel and retail use of Lafayette Place. Boston's Theatre District will spruce up for many new performances with refurbished facilities for opera, symphony, theater, and other performing arts. Columbia Point, a neighborhood in decline, will revive with new housing, office, and retail concepts.

These major development projects in Boston's residential and downtown neighborhoods are complemented by others, large, and small. Development projects underway and in an advanced stage of planning total more than \$5 billion of investment. In addition, development projects which have been proposed, but are yet to enter the planning stage, total \$3 billion.

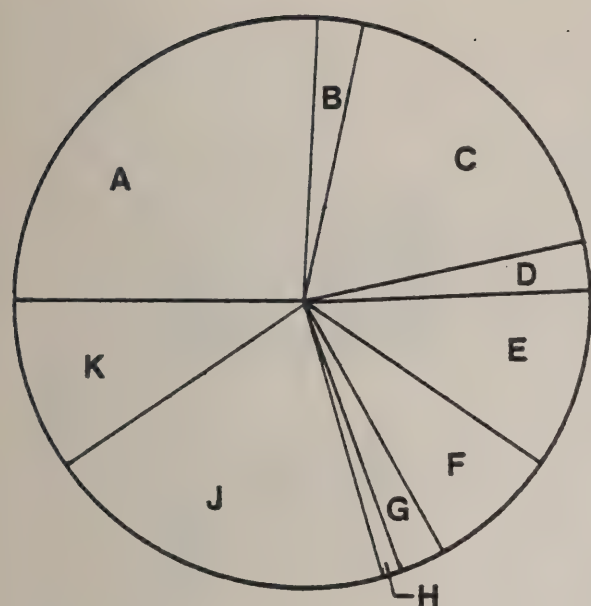
So that, altogether, development projects underway, planned or proposed signify some \$8 billion of investment which would generate an estimated 83,000 jobs, with all that they would signify for expanding opportunity and income, and the dampening of the social and economic base for racial tension. The strength of the flow of projects already in the planning and development pipeline, in comparison with the 1980-90 goal and perspective for a \$20 billion investment program, gives heart to the potential for achieving large aspirations for the City and its people in the new decade.

Investment in Boston rose steadily in the last decade, peaking in 1976. After a brief and modest lull, following the national economic recession and the fiscal crises of New York City and the State of Massachusetts, investment has been rising again. The value of building permits granted by the City has been rising for three consecutive years now, much of it for conversion and renovation of older structures. There is evidence that the current level of investment activity may be greater than in the recent past. In December 1972, Mayor Kevin H. White, addressing a group of Boston business and financial leaders, reported that development projects underway and in an advanced stage of planning totalled \$3.2 billion. In comparison, as of mid-1980, some \$5 billion of development projects are currently underway and planned. The flow of projects augers well for the achievement of far-reaching planning and development goals for the 1980-90 decade.

But some decennial investment goals are closer to fulfillment than others. In the case of office space, hotel rooms, and industrial space, projects already in the pipeline make up a good share of the decennial perspective. In the case of housing and retail space, including

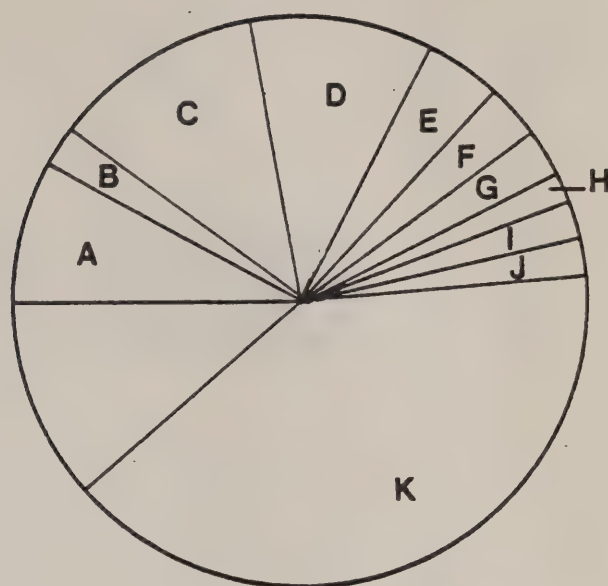
neighborhood commercial center revitalization, projects planned fall short of ten-year perspective goals by half, suggesting the need and room for planning for expanding opportunity in the years ahead. Also, as noted earlier, despite the overall magnitude of the public sector investment in the pipeline, there are important gaps in public sector investment planning at the federal, state and city level. Given the demonstrated lead role of public investment in Boston's economic development, the absence of federal programs for land assembly and obsolescent public housing conversion or demolition, the shortfall of federal funding for infrastructure financing, the delay in state financing of stadium and convention center development, and the lag in city planning for infrastructure needs pose public policy issues of the first magnitude of importance.

Graph VI-I INVESTMENT COMPOSITION, 1970-1980 & 1980-1990



1970-1980

SITE SPECIFIC PROJECTS



1980-1990

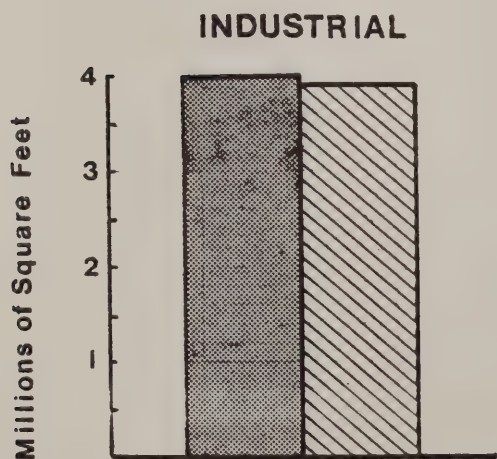
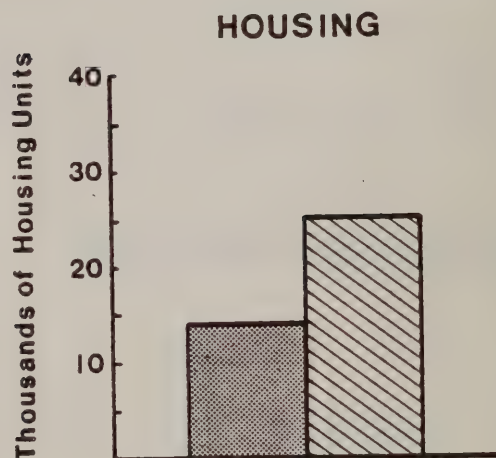
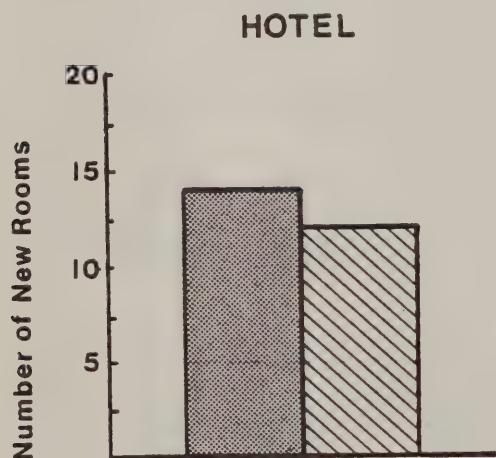
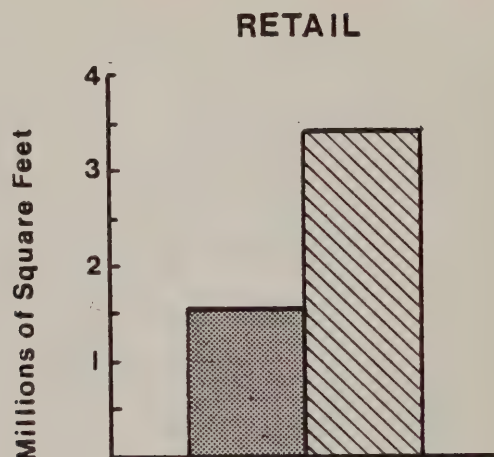
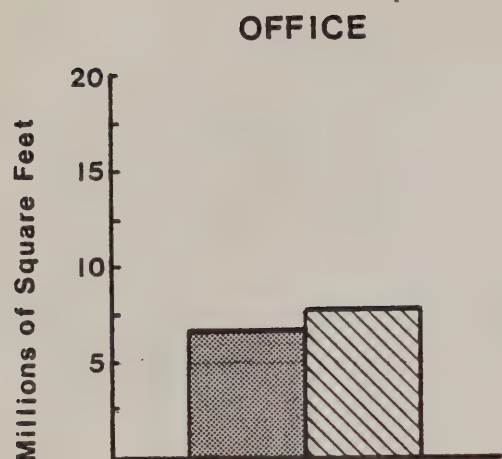
PLANNED PROJECTS

<u>Sector</u>	<u>Composition of Investment</u> (% Share)	
	<u>1970 - 1980</u>	<u>1980 - 1990</u>
A. Office	25.7	11.0
B. Retail	2.5	2.1
C. Housing	18.7	10.5
D. Hotel	2.6	11.4
E. Medical	9.8	3.9
F. Educational	7.4	1.6
G. Cultural	2.6	3.7
H. Industrial	.2	2.0
I. Private TCPU*	—	2.1
J. Other Private	—	2.3
K. Transportation	20.2	33.5
L. Public (other than Transportation)	10.3	16.0
Total	100.0	100.0

* Transportation, Communications & Public Utilities

Source: B.R.A. Research Dept.

Graph VI-2 GAPS IN DEVELOPMENT PLANNING, 1980-1990



 Projects; underway, planned & proposed

 Long-term perspective

Table VI-1
DEVELOPMENT PROJECTS UNDERWAY, PLANNED, OR PROPOSED
(MILLIONS OF DOLLARS)

	<u>Total Investment</u>	<u>Underway & Planned</u>	<u>Proposed</u>
Major Mixed Use*	(\$3,479)	(\$2,774)	(\$ 705)
Office	898	575	323
Retail	174	126	48
Hotel	932	389	543
Housing	860	617	243
Medical	323	284	39
Educational	128	112	16
Cultural	304	201	103
Industrial	164	145	19
Private TCPU**	168	127	41
Parking Garages*	(244)	(176)	(68)
Other Private	186	90	96
Public, Total	4,053	2,339	1,714
Transportation	2,743	1,379	1,364
Other Public	1,310	960	350
City	300	300	-0-
Local and Metro	176	141	35
Region Authorities			
State	350	297	53
Federal	484	222	262
TOTAL	\$ 8,190	5,005	3,185

* Tallied on Specific Project Sector Lines

** Transportation, Communications, and Public Utilities

Table VI-2
DEVELOPMENT PROJECTS UNDERWAY, PLANNED, OR PROPOSED

	Total Investment (Millions)	# of Projects	Square Feet; # of Rooms # of Units	Construc- tion Jobs *	Permanent Jobs
Major Mixed Use**	(\$ 3,479)	(13)		(43,832)	(37,915)
Office	\$ 898	29	10,592,500 SF	11,561	48,343
Retail	\$ 174	37	2,345,956 SF	2,921	5,866
Hotel	\$ 932	24	12,258 rooms	11,747	7,637
Housing	\$ 860	75	14,474 units	14,459	215
Medical	\$ 323	25	1,837,723 SF	4,647	4,615
Educational	\$ 128	11		1,847	5,387
Cultural	\$ 304	21		5,341	2,308
Industrial	\$ 164	18	4,061,500 SF	2,065	8,167
Private TCPU***	\$ 168	4		1,120	
Parking Garage**	(\$ 244)	(26)	17,435 spaces	(3,079)	70
Other Private	\$ 186	5		2,344	
Public, Total	\$ 4,053	69		51,068	
Transportation****	\$ 2,743	24		34,562	
Other Public	\$ 1,310	45		16,506	
City	\$ 300			3,780	
Local &	\$ 176			2,218	
Metro Region					
Authorities					
State	\$ 350			4,410	
Federal	\$ 484			6,098	
TOTAL	\$ 8,190	318		110,120	82,608

* Man-years
 ** Tallied on Specific Project Type Lines
 *** Transportation, Communications, and Public Utilities
 **** Federal, State, and Local & Metro Region Authorities

Table VI-3
MAJOR MIXED USE DEVELOPMENT PROJECTS
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction		Development Cost (Millions)	Square Feet; # of Rooms; # of Units	Construc- tion Jobs (Man-Years)	Permanent Jobs	Status
1978	Charlestown Navy Yard Office Retail Hotel Housing Industrial Garage	223	750,000 15,000 500 1,200 500,000 600	2,810	4,811 3,409 50 333 15 1,000 2	Underway
1980	Columbia Point Retail Housing	180	150,000 1,500	2,268	394 375 19	Underway
1980	Copley Place Office Retail Hotel Housing Garage	295.7	640,000 362,000 1,672 100 1,203	3,726	4,935 2,909 905 1,115 2 4	Planned
1980	Dorchester Lower Mills	37		466		Underway
1979	Fort Point Channel Office Retail Hotel Housing Industrial	563	500,000 400,000 2,200 3,000 2,660,000	7,094	10,098 2,273 1,000 1,467 38 5,320	Underway

Major Mixed (cont'd)

Begin Con- struction		Development Cost (Millions)	Square Feet; # of Rooms; # of Units	Construc- tion Jobs (Man-Years)	Permanent Jobs	Status
1980	Roslindale Square	12		151		Underway
1979	Southwest Corridor	750		9,450		Underway
1979	Lafayette Place	103		1,298	1,088	Underway
	Retail		300,000		750	
	Hotel		500		333	
	Garage		1,500		5	
1980	North Station	705		8,883	10,207	Proposed
	Office		1,950,000		8,864	
	Retail		390,000		975	
	Hotel		350		233	
	Housing		1,192		15	
	Industrial		60,000		120	
1979	Old Federal Reserve Site	\$ 65		819	3,611	Underway
	Office		750,000		3,409	
	Hotel		300		200	
	Garage		400		2	
1979	Park Plaza	207		2,608	3,165	Underway
	Office		515,000		2,575	
	Retail		115,000		288	
	Hotel		450		300	
	Housing		200		2	
1979	South Station	150		1,890	2,612	Underway
	Office		500,000		2,273	
	Hotel		500		333	
	Garage		2,000		6	
1979	Theatre District	188		2,369		Underway
TOTAL		\$3,479		\$ 43,832	37,915	

Table VI-4
NEW OFFICE BUILDINGS AND RENOVATIONS
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction	New	Development Cost (Millions)	Square Feet	Construc- tion Jobs (Man-Years)	Permanent Jobs	Status
1979	37 Newbury Street	\$.8	8,200	10	37	Completed
1979	Old Federal Reserve Site	46.0	750,000	580	3,409	Underway
1980	Copley Place	61.0	640,000	769	2,909	Planned
1979	Dewey Square Office Tower	80.0	1,000,000	1,008	4,545	Planned
1982	53 State Street Office Tower	95.0	1,000,000	1,197	4,545	Proposed
1979	Devonshire Towers (Housing)	8.7	92,000	110	418	Planned
1980	South Station Transportation Center	30.0	500,000	378	2,273	Planned
1979	State Transportation Building	70.0	600,000	882	2,727	Underway
1980	Federal Office Building	91.0	960,000	1,147	4,364	Planned
1980	Exeter II	10.9	115,000	137	523	Planned
1982	First National Bank Computer Center Expansion	6.0	100,000	76	150	Planned
1980	Charlestown Navy Yard	45.0	75,000	567	3,409	Planned
1980	Columbia Point	10.0		126		Planned
1981	North Station	185.2	1,950,000	2,334	8,864	Proposed
1980	Park Plaza	48.9	515,000	616	2,341	Planned
	Milk at Devonshire	10.0		126		Underway
	200 Milk Street	12.4	130,000	156	591	Proposed
		\$ 810.9	9,110,200	10,219	41,105	
Renovations						
1979	Sanborn Fish Building	1.3	20,000	20	91	Underway
1979	New England Telephone Waterfront Building	8.0	217,000	123	986	Underway
1979	45 Milk Street	2.0	65,000	31	295	Underway
1979	Parcel 13	.3	4,300	5	20	Underway
1979	Fish Pier Offices	4.6	76,000	71	345	Underway
1979	Paine Furniture	8.4	140,000	129	636	Planned

Office Buildings (cont'd)

<u>Begin Con- struction</u>	<u>Renovations</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1980	Fort Point Channel	30.0	500,000	462	2,273	Proposed
1979	1 McKinley Square	2.2	36,000	34	164	Completed
1979	Hamilton Realty, State Street	1.5	25,000	23	114	Underway
1979	Sheraton Building	20.0	335,000	308	1,523	Underway
	U.S. Appraisers Stores, conversion	5.0		77	500	Planned
1980	Western Avenue/Brighton	3.8	64,000	59	291	Planned
		\$ 87.1	1,482,300	1,342	7,238	
		\$ 898.0	10,592,500	11,561	48,343	
TOTAL						

Table VI-5
NEW RETAIL SPACE AND RENOVATIONS
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1979	37 Newbury Street	\$.2	2,500	3	6	Completed
1979	Lafayette Place	35.0	300,000	588	750	Planned
1979	Charlestown Navy Yard	7.5	150,000	126	375	Planned
1980	Copley Place	21.7	362,000	365	905	Planned
1979	Long Wharf Hotel	.6	10,000	10	25	Underway
1979	Devonshire Towers (Housing)	.6	10,000	10	25	Planned
1979	Exeter Towers I (Housing)	.7	12,000	12	30	Completed
1980	Exeter Towers II	1.5	25,000	25	62	Planned
1980	Green House (Housing)	.5	8,000	8	20	Planned
1979	Dock Square Garage	1.0	17,000	17	42	Underway
1980	La Galleria, Sargents Wharf	22.0	50,000	370	125	Planned
1979	Materials Handling Center (Medical)	.7	12,886	12	32	Underway
1980	Mill Wharf Development	1.5	25,000	25	62	Planned
1981	Milk Street at Devonshire Park Plaza	.6	10,540	10	26	Underway
	North Station	6.9	115,000	116	288	Planned
	200 Milk Street	23.4	390,000	393	975	Proposed
		.4	6,150	7	15	Proposed
		\$ 124.8	1,506,076	2,097	3,763	
<u>Renovations</u>						
1979	Maxwell's Plum-Boylston Street	4.0	24,000	67	60	Planned
1979	Park Square Building Arcade	2.0	50,000	34	125	Completed
1979	Back Bay Racquet Club	1.5	28,000	25	70	Completed
1979	Faneuil Hall Trash Compactor	.1		2	3	Underway
1979	Sanborn Fish Building	.6	10,000	10	25	Underway
1979	Anderson Park, conversion	.4	6,000	7	15	Completed
1979	Commercial Block (Housing)	.1	1,780	2	4	Underway
1979	Stearns Building (Housing)	.5	7,700	8	19	Underway
1979	Parcel 13 (Fenway)	.2	2,900	3	7	Underway

Retail Space (cont'd)

Begin Con- struction	<u>Renovations</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1979	Eddie Bauer -Boylston St.	.9	15,000	15	38	Completed
1979	Dorchester Lower Mills	.2	3,000	3	8	Underway
1980	Bayside Mall - Columbia Point	3.0	150,000	50	375	Planned
1980	Fort Point Channel	24.0	400,000	403	1,000	Proposed
1979	226-232 Newbury Street	.3	7,000	5	18	Completed
	Charles St. Meeting House					Planned
1979	Western Avenue/Brighton	1.2	20,500	20	51	Completed
1980	Western Avenue/Brighton	3.8	64,000	64	160	Planned
	Columbia Point	2.5		42		Planned
	Roslindale Square	2.8		47		Underway
	Grove Hall Commercial Center	1.0	50,000	17	125	Planned
		\$ 49.1	839,880	824	2,103	
TOTAL		\$173.9	2,345,956	2,921	5,866	

Table VI-7
NEW HOUSING, RENOVATIONS AND CONVERSIONS
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction	New	Development Cost (Millions)	Square Feet	Construc- tion Jobs (Man-Years)	Perma- nent Jobs	Status	Neigh- borhood
1979	Exeter Towers I	\$ 4.7	96	71	1	Completed	Back Bay
1980	Exeter Towers II	1.8	30	27	1	Planned	Back Bay
1979	Devonshire Towers	30.0	480	450	6	Planned	Downtown
1980	Copley Place	5.5	100	83	1	Planned	South End
1979	Ritz-Carlton, addition	10.0	54	150	1	Underway	Back Bay
1979	Back of the Hill, Mission Hill	6.9	125	104	2	Underway	Mission Hill
1980	Bradford Towers Associates, Stuart Street	6.9	148	104	2	Planned	Bay Village
1980	Bradford Towers Associates, Tremont Street	4.4	80	66	1	Planned	Bay Village
1980	South Cove Golden Age Center, Inc.	.8	26	12	1	Planned	South Cove
1979	Taurus at Fountain Hill	3.3	73	50	1	Underway	Roxbury
1979	Casa Maria	3.1	85	47	1	Completed	North End
1978	Symphony Towers East and West	22.2	404	333	5	Completed	Fenway
1979	IBA	11.4	207	171	3	Planned	South End
1979	Keystone Apartments	9.0	223	135	3	Completed	Dorchester
1980	Green House	17.0	302	255	4	Planned	Fenway
1979	Savin Hill Apartments	5.5	132	83	2	Planned	Dorchester
1979	Woodbourne Housing	4.1	75	62	1	Completed	J. Plain
1979	R.A.P. Marcus Garvey	8.9	161	134	2	Underway	Roxbury
1979	St. Botolph Terrace Associates	1.7	53	26	1	Completed	Fenway
1978	Victory Gardens	3.0	87	45	1	Completed	E. Boston
1980	Tufts New England Medical Ctr. Hsg.	1.1	20	17	1	Proposed	Charlestown
1980	R-56, Charlestown	25.0	191	375	2	Planned	Downtown
1980	Rowe's Wharf	4.0	72	60	1	Planned	Allston/Bri.
1980	Holton Street	7.0	150	105	2	Planned	Allston/Bri.
1980	B'nai B'rith Elderly	6.2	103	93	1	Proposed	Dorchester
1980	Peabody Square	17.0	344	255	4	Planned	North End
1980	La Galleria	4.0	100	60	1	Planned	Allston/Bri.
1980	Lincoln Street						

Housing (cont'd)

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Perma- nent Jobs</u>	<u>Status</u>	<u>Neigh- borhood</u>
1980	LRCC Phase IV	8.6	156	129	2	Planned	Roxbury
1982	Waldridge Apts.	7.5	137	113	2	Proposed	Allston/Brighton
1980	Mill Wharf	28.0	500	420	6	Planned	East Boston
	North Station	65.6	1,192	984	15	Proposed	Downtown
	Park Plaza	11.0	200	165	3	Planned	Downtown
TOTAL		\$ 345.2	6,106	5,184	80		
	<u>Renovations</u>						
1979	Sari	.4	20	7	1	Underway	Fenway
1979	Charlestown Navy Yard	150.0	1,200	2,700	15	Underway	Charlestown
1980	Lincoln Wharf, condo conversion	7.0	150	126	2	Planned	Downtown
1979	114 Fulton Street, apt. conversion	.3	9	5	1	Planned	North End
1979	Weld School, apt. conversion	.5	14	9	1	Completed	Roslindale
1979	Anderson Park, apt. conversion	2.9	64	52	1	Completed	Beacon Hill
1980	Anderson Park, Phase II					Planned	Beacon Hill
1979	Mason Place	3.0	129	54	2	Underway	Downtown
1980	Frankie O'Day Block	.8	10	14	1	Planned	South End
1980	Atlantic Avenue, luxury condos	1.4	25	25	1	Planned	Downtown
1979	Edison Green	5.3	96	95	1	Completed	Dorchester
1980	Fenway Artists Studio	1.2	34	22		Planned	Fenway
1979	Hemenway Apartment Co.	6.6	175	119	2	Planned	Fenway/ Mission Hill
1979	Blake Estates, Phase I	3.3	88	59	2	Underway	Hyde Park
1980	Blake Estates, Phase II					Planned	Hyde Park
1979	Commercial Block	6.0	34	108	1	Underway	Downtown
1979	Harvard School, conversion	1.1	30	20	1	Underway	Charlestown
1979	Stearns Building, apt. conversion	4.8	140	86	2	Underway	Downtown
1979	Union Wharf, condo conversion	6.5	93	117	1	Underway	Downtown
1979	Peterborough Street Housing	7.5	220	135	3	Underway	Fenway, Allston/Bri.
1979	San Marco condo conversion	2.0	60	36	1	Completed	North End
1979	Boston Rehabilitation Association	4.2	129	76	2	Underway	Fenway, Allston/Bri.

<u>Begin Con- struction</u>	<u>Renovations</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Perma- nent Jobs</u>	<u>Status</u>	<u>Neigh- borhood</u>
1979	55-65 North Washington, Apt. conversion	.9	16	16	1	Underway	North End
1979	Parcel 13	2.0	36	36	1	Underway	Fenway
1979	School House 77, apt. conversion	5.0	128	90	2	Completed	Roxbury/ Mattapan
1979	457 and 445-447 Adams St.	2.5	45	45	1	Planned	Dorchester
1979	Summer Street, Elderly	3.5	106	63	1	Underway	Hyde Park
1980	Columbia Point	78.0	1,500	1,404	19	Planned	Dorchester
1981	Lower Mills	4.0	75	72	1	Proposed	Dorchester
1979	15, 29, & 33 Sleeper St., conversion	4.8	88	86	1	Underway	South Boston
1980	Neighborhood Strategy Areas	22.0	400	396	5	Planned	Roxbury/ Franklin Fld.
1979	Adams Nervine, condo conversion	2.2	44	40	1	Underway	Jamaica Plain
1979	Children's Museum, condo conversion	1.6	29	29	1	Underway	Jamaica Plain
1979	Cabot Estates, Phase II	1.5	28	27	1	Underway	Jamaica Plain
1979	R.A.P. 705 Rehab	1.4	26	25	1	Planned	Roxbury
	Arborfield Road	.6	11	11	1	Planned	Hyde Park
1979	3-15 Templeton Street	1.8	32	32	1	Planned	Dorchester
1979	226-232 Newbury Street	.8	24	14	1	Completed	Back Bay
1980	Fort Point Channel	165.0	3,000	2,970	52	Proposed	S. Boston
1979	McLaughlin's Elevator Factory	1.5	28	27	1	Completed	North End
1979	Charles Perkins School	.6	16	11	1	Underway	Fenway
1981	St. Cloud Hotel, conversion	.9	16	16	1	Proposed	South End
TOTAL		\$ 515.4	8,368	9,275	135		
		\$ 860.6	14,474	14,459	215		

Table VI-8
NEW MEDICAL FACILITIES AND RENOVATIONS
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction	New	Development Cost (Millions)	Square Feet	Construc- tion Jobs (Man-Years)	Permanent Jobs	Status
1979	New England Medical Center Pediatric Hospital	\$ 51.0	276,000	734	690	Underway
1982	Tufts/New England Medical Center Health Services Building	29.0	218,000	418	520	Proposed
1979	Tufts Nutrition Center	21.0	206,000	302	515	Underway
	Doctors Office Building					Proposed
	Hospital Garage, renovation					Planned
1984	Dental School, addition					Planned
1980	North End Community Health Clinic	4.4	69,000	63	150	Planned
	Nursing Home					
	Massachusetts Rehabilitation Hospital, addition	3.0	32,096	43	80	Underway
1978	Harvard Community Health Plan Binney St. Bridge connecting Beth Israel and St. Elizabeth's	11.0 2.5	432,000	158 36	1,080	Completed Proposed
1981	Windsor School Site/Temple Israel- Medical Office Building and Parking Garage					Planned
1979	Affiliated Hospitals	10.0	47,627	144	119	Underway
1980	Materials Handling Center	3.3	54,000	48	135	Planned
1979	Doctors Office Building	7.7	110,000	111	275	Underway
1976	Laboratory	125.0		1,800		Underway
	Hospitals Center					
	Jewish Memorial Hospital, addition	4.0		58		Proposed
1980	South End Nursing Home	3.5		50		Proposed
	South Cove Nursing Facilities	2.2		32	70	Planned
	St. Elizabeth's Hospital					Proposed
	Liberty Mutual Medical Service Center, move	1.3		19		Planned
	University Hospital, renovation	1.6		23		Planned

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1980	Massachusetts General Hospital, Ambulatory Care Center	25.0	250,000	360	625	Underway
	Boston University Medical Center					
	Surgical Intensive Care Unit	1.6	13,000	23	32	Planned
	Research Building	10.6	85,000	153	212	Planned
1980	St. John of God	5.0	45,000	72	112	Planned
TOTAL		\$ 322.7	1,837,723	4,647	4,615	

Table VI-9
HIGHER EDUCATION PROJECTS
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
	Mass. College of Art, relocated in Charlestown	\$ 16.0	320,000	230	800	Proposed
1983	New Roxbury Community College Huntington Place Plan	32.0 30.0		461 432	1,600 1,500	Planned Underway
1979	Boston College Office & Classroom Bldg & Theatre	13.6		196	680	Underway
	New England School of Law Franklin Institute	1.5 .8	37,000	22 12	93 40	Underway Planned
	Northeastern Dormitory	4.0		58	200	Underway
1980	Suffolk University, renovation	8.5		122	425	Underway
1983	Calf Pasture Pumphouse	(3.0)	35,000	(43)	(88)	Planned
1979	Boston College Dormitory	9.8		141	49	Underway
	U/Mass Gym - Columbia Point	12.0		173		Underway
TOTAL		\$ 128.2		1,847	5,387	

* Included in Table VI-5

Table VI-10
CULTURAL PROJECTS
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Status</u>
1981	Fenway Park Expansion 5,000-6,000 seats	\$ 8.0	141	Proposed
	New England Historic Seaport Museum, Charlestown	10.0	176	Proposed
1979	New Franklin Park Zoo	21.0	370	Underway Completed
	New St. John Missionary Baptist Church, Roxbury			
1979	Theatre of Electricity Building	2.8	49	
1979	Theatre District	107.0	1,883	Underway
1979	Museum Wharf	6.6	116	Completed
1979	Aquarium Park	.7	12	Completed
	Boston Ballet Offices, renovation	.1	2	
1979	Savoy Theatre, renovation	6.5	114	Underway
1979	Institute of Contemporary Art	.1	2	Completed
1979	The Metropolitan Center, renovation	3.5	62	Planned
	Paramount Theater, conversion	1.5	26	
1979	Museum of Fine Arts Wing	21.5	378	Underway
1980	Arthur Fielder Plaza	3.5	62	Planned
1980	Boston Garden Renovation	15.0	264	Proposed
1978	John F. Kennedy Library	12.0	211	Completed
	State Archives - Columbia Point	12.0	211	Planned
	Hynes Auditorium, expansion	35.0	616	Proposed
	Boston Stadium	35.0	616	Proposed
	Strand Theatre	1.7	30	Completed
TOTAL		\$303.5	5,341	

Table VI-11
NEW INDUSTRIAL DEVELOPMENT, RENOVATIONS AND CONVERSIONS
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Construction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Square Feet</u>	<u>Construction Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1979	Crosstown Industrial Park	\$ 42.0)		(529)		Proposed
1978	Digital Plant Phase I	6.0	62,000	76	124	Underway
1980	Digital Plant Phase II	2.4	60,000	30	120	Planned
1980	Healthco Facility	8.3	166,000	105	332	Planned
1979	Parcel 3, Crosstown Industrial Park	10.2	25,500	129	51	Proposed
	Air Freight Forwarding Terminal	11.0	200,000	139	400	Completed
	Reservation Road Swiss Roofing					Proposed
		\$ 37.9	513,500	479	1,027	
	<u>Renovations and Conversions</u>					
1979	Fargo Building	16.9	422,500	213	845	Underway
1979	Boston Marine Industrial Park	48.0	1,200,000	605	2,400	Underway
	BMIP Army Base	3.0	750,000	38	1,500	Proposed
	BMIP Containerport	11.5	287,500	145	575	Planned
	Charlestown Navy Yard	27.5	500,000	347	1,000	Planned
1980	Alsen - Mapes Industrial Park	6.4	160,000	81	320	Planned
1980	Old Baltimore Brush Co.	1.9	53,000	24	150	Planned
1979	University Park, Brighton	1.2		15		Completed
1979	North Beacon St., Brighton	4.8	60,000	60	120	Underway
	North Station	1.1	15,000	14	30	Proposed
	H.O.M.E., Inc.	3.5	100,000	44	200	Planned
	Haffenreffer Brewery					Planned
		\$ 125.8	3,548,000	1,586	7,140	
TOTAL		\$ 163.7	4,061,500	2,065	8,167	

Table VI-12
PRIVATE TRANSPORTATION, COMMUNICATIONS, AND PUBLIC UTILITIES
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Permanent Jobs</u>	<u>Status</u>
1977	Medical Area Total Energy Plant	\$ 120.0	1,512		Underway
	Cable Television	40.0	504		Proposed
1979	Dock Square Garage	7.0	88	2	Underway
	Lower Mills Hydroelectric Generator	1.3	16		Proposed
TOTAL		\$ 168.3	2,120		

Table VI-13
NEW PARKING GARAGES
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction		Development Cost (Millions)	# of Spaces	Construc- tion Jobs (Man-Years)	Permanent Jobs	Status
1979	Old Federal Reserve Site	\$ 5.6	400	71	2	Underway
1980	Copley Place	16.8	1,203	212	2	Planned
1979	Lafayette Place	21.0	1,500	265	5	Underway
1979	Charlestown Navy Yard	16.8	1,200	212	4	Planned
1979	Long Wharf Hotel	3.2	225	40	2	Underway
1980	Dalton Street Hotel	3.7	265	47	2	Planned
1980	Ritz-Carlton Hotel	1.8	130	23	2	Underway
	Broderick Hotel	11.2	800	141	3	Proposed
1979	Blackstone Hotel	1.1	80	14	2	Planned
1980	Airport MBTA Hotel	1.4	100	18	2	Planned
1979	Devonshire Towers Housing	2.1	150	26	2	Planned
1979	Exeter Towers Housing	.7	48	9	2	Underway
	Green House Housing	2.8	200	35	2	Planned
1980	South Station Transportation Center	36.4	2,600	459	9	Planned
	Forest Hills MBTA Station - S.W. Corridor	7.0	500	88	2	Underway
1979	Dock Square Garage	8.4	597	106	2	Underway
1979	State Transportation Building	4.9	350	62	2	Underway
1979	Materials Handling Center-Medical	8.9	634	112	2	Underway
1980	Huntington Place	11.2	800	141	3	Planned
1979	Boston College	6.0	429	76	1	Underway
1979	Dewey Square Office Tower					Planned
	N.E. Medical Center	4.6	331	58	1	Planned
1980	La Galleria	5.3	376	67	1	Planned
1981	Boston College	51.8	3,700	653	12	Proposed
1980	North Station Park Plaza	11.4	817	144	3	Proposed Planned
TOTAL		\$ 244.1	17,435	3,079	70	

* Included in associated projects

Table VI-14
OTHER*
UNDERWAY, PLANNED, OR PROPOSED

<u>Begin Con- struction</u>		<u>Development Cost</u> (Millions)	<u>Construc- tion Jobs</u> (Man-Years)	<u>Status</u>
1980	Columbia Point	\$ 9.5	120	Underway
1980	Copley Place	40.1	505	Planned
1980	Dorchester Lower Mills	27.1	341	Underway
1981	North Station	96.2	1,212	Proposed
1980	Park Plaza	13.2	166	Planned
TOTAL		\$186.1	2,344	

*Private investment not allocated to component sectors

Table VI-15
TRANSPORTATION PROJECTS
UNDERWAY, PLANNED, OR PROPOSED

Begin Con- struction		Development Cost (Millions)	Federal Share (Millions)	Construc- tion Jobs (Man-Years)	Status
1980	South Station Intermodal Transportation Center	\$ 60.0	\$ 48.0	756	Underway
1979	Southwest Corridor	750.0	600.0	9,450	Underway
1979	MBTA Tunnel and Drainage System Rehab, Downtown	19.3	15.4	243	Underway
1979	MBTA-Other	230.0	184.0	2,898	Underway
1982	Central Artery Depression	1,300.0	1,170.0	16,380	Proposed
1981	New Northern Avenue Bridge	12.0	10.8	151	Planned
1981	Seaport Access Road	15.0	13.5	189	Planned
1979	Chelsea/Water Street Connector	4.0	3.0	50	Underway
1980	Moran Terminal Expansion	30.0		378	Planned
1980	Boston Harbor	40.0	38.0	504	Proposed
1979	Long Wharf Reconstruction	1.7		21	Planned
1980	Columbus/Tremont Reconstruction	10.0	7.5	126	Underway
1979	Urban Systems Projects	80.0	60.0	1,008	Underway
	Airport Business Relocation	30.0		378	Planned
	Logan Southwest Terminal, expansion	2.0		25	Planned
	Logan North Terminal, expansion				
1979	Tobin Bridge Improvements	12.4		156	Underway
1979	Bridge and Viaduct Improvements	66.0	49.5	832	Underway
1979	Street and Highway Improvements	30.0	22.5	378	Underway
	Columbia Point Bridge Reconstruction	12.0		151	Planned
	Columbia Point MBTA Station	8.0	6.4	101	Planned
	Columbia Point Urban Systems	4.5	4.5	57	Planned
1982	New Dudley Station	2.6		33	Planned
	Air Freight Forwarding Space (430,000 square feet)	23.6		297	Proposed
TOTAL		\$ 2,743.1	\$ 2,233.1	34,562	

Table VI-16
OTHER PUBLIC IMPROVEMENTS
UNDERWAY, PLANNED, OR PROPOSED
(Local and Metro Region Authorities, State, and Federal)

<u>Begin Con- struction</u>	<u>New</u>	<u>Development Cost (Millions)</u>	<u>Government Sector</u>	<u>Construc- tion Jobs (Man-Years)</u>	<u>Status</u>
1979	Fish Pier Rehabilitation	\$ 10.0	Massport	126	Underway
	Commonwealth Pier Improvements	20.0	Massport	252	Planned
	Commonwealth Flats Improvements		Massport		Planned
	Hoosac Pier Reuse		Massport		Proposed
1979	Eastern Airlines Reservation Center	5.0	Massport	63	Completed
	Other Waterfront Improvements	5.0	Massport	63	Planned
	Southwest Corridor Park	10.0	MBTA	126	Planned
	North End MDC Park	.8	MDC	10	Planned
1979	Water Metering Improvements	3.1	MDC	39	Underway
1979	Water Pipe Improvements	35.0	MDC	441	Underway
1979	Sewer Improvements	10.0	MDC	126	Underway
	Modified Sewer Outflow Tunnel	350.0	MDC	4,410	Proposed
1979	Water Meter Improvements	7.0	BWSC	88	Underway
1979	Water Pipe Improvements	57.0	BWSC	718	Underway
1979	Water Pipe Improvements	4.5	BWSC	57	Underway
1979	Sewer Improvements	10.0	BWSC	126	Underway
	Sewer Connector - Columbia Point	6.0	BWSC	76	Planned
1979	Elimination of Sewer Overflow	16.8	BWSC	212	Planned
1979	Pine Street Inn	2.0	State	25	Completed
1982	Columbia Point Park	5.0	State/City/ MDC	63	Planned
	Major Mixed Use Projects	619.0		7,799	Underway
	Other City Public	240.0		3,024	Underway
TOTAL		\$1,416.2*		17,844	

* \$106.2 more than Other Public Total in Table VI-1 due to double counting.

Table VI-17
 PLANNING FOR CITY OF BOSTON
 PUBLIC INVESTMENT EXPENDITURES*
 (Millions of Dollars)

	<u>1979</u>	<u>1980</u>	<u>Proposed 1981</u>	<u>Proposed 1982</u>
City Capital Budget/New Appropriations ¹				
Public Works	\$ 9.8	\$21.5	\$ 7-10	\$10-15
Public Facilities	22.5	10.0	8-12	10-15
Parks and Recreation	2.4	4.2	3-5	3-5
Traffic and Parking	.4	.6	N.A.	N.A.
Boston Redevelopment Authority ²	<u>1.5</u>	<u>5.4</u>	<u>N.A.</u>	<u>N.A.</u>
Total:	\$36.6	\$41.7	\$18-27	\$23-35
Capital Budget Expenditures:	\$65 est.	\$60 est.	\$55-60	\$55-60
Current Operating Expenditures for Maintenance and Repair:	\$10 est.	\$10 est.	\$10	\$10
Neighborhood Capital Investment ²	\$19.1	\$34.3		
Community Development Block Grant ³	\$.1	\$.04		
Boston Redevelopment Authority ⁴				
Urgent Needs		\$12.0		
City Capital		14.6		
Fifth year CDBG		.4		
Other		34.6		
UDAG Proposals		38.0	14.0	
EDA Proposals		16.0	6.0	
Boston Economic & Industrial Commission ⁵		\$ 7.0		
UDAG Proposals		2.0		
EDA Proposals		2.5		
	<u>Underway</u>	<u>Planned</u>	<u>Proposed</u>	
Hynes Auditorium Expansion & Boston Stadium (City Share) ⁶			\$ 30	
New Jail ⁷			30	
Public Schools ⁷			46	
Resource Recovery Plant ⁷			60	
Capital Rehabilitation of Municipal Buildings (5 Year) ⁷	\$ 25		65-95	
City Street Improvements (5 Year) ⁷	50			
Seaport Facilities ⁷	5			
Health and Hospitals ⁷	21			
Energy Saving Capital Improvements ⁸	15			
West Roxbury Police Station ⁸	1.5			
New Public Works Garage ⁸	1.5			
New Central Police Headquarters ⁸				
Downtown Crossing	5.4			
Major Mixed Use Projects		\$ 66.1		

* Total Public Investment Expenditures can not be added in this table due to double counting in several categories.

1. Kevin H. White, Mayor, City of Boston, "Loan Orders for the City's Capital Improvement Program," April 1977 and City of Boston, Office of Program Development.

The new appropriations budget does not indicate the City's actual capital expenditures for that year. Expenditures are derived from monies raised by new loan orders and previous allocations for multi-year projects. The City has targeted expenditure levels of \$55-60 million in capital improvements for fiscal years 1981 and 1982. 1979 and 1980 are estimated at \$65 and \$60 million, respectively.

2. City of Boston, Office of Program Development, "Neighborhood Improvement Program 1978-1979", March 1978 and "Neighborhood Revitalization Program 1979-1982", June 1979.
3. Ibid.
4. Boston Redevelopment Authority, Community Development, June 1979.

Other includes EPA, EDA, UDAG, etc., grants.

5. Boston Economics and Industrial Commission.
6. Boston Redevelopment Authority, Planning Department.
7. Chester Johnson, The Urban Institute, "Capital Requirements of Boston's Infrastructure and Proposed Financing by the Public Sector", Washington, D.C., December 1978.
8. City of Boston, Public Facilities Department, September, 1979.

Table VI-18
CITY OF BOSTON PUBLIC INVESTMENT IN NEIGHBORHOODS
UNDERWAY, PLANNED, OR PROPOSED

<u>Year</u>	<u>Project</u>	<u>Amount in Thousands</u>	<u>Neighborhood</u>
<u>Parks and Recreation</u>			
1979	Etna Street Playground, development	\$ 100	Allston/Brighton
1979	McKinney Playground	100	Allston/Brighton
1979	Walsh Park, major improvements	250	Fields Corner, Dorchester
1979	Bird Street Gym, renovation	700	Uphams Corner, Dorchester
1979	Noyes Park, Little League field construction	100	East Boston
1979	Fens, Phase II restoration	150	Fenway
1979	Curtis Hall, general repairs and swimming pool renovation	330	Jamaica Plain
1979	Mozart Playground, redesign and renovation	100	Jamaica Plain
1979	Almont Park, field reconstruction	100	Jamaica Plain
1979	Washington Park, renovation	250	Roxbury
1979	Franklin Field Golf Club House, design and reconstruction	160	Roxbury
1979	Horatio Harris Park, renovation	<u>100</u>	Roxbury
Subtotal:		\$ 1,940	
<u>Public Facilities</u>			
1979	Lower Mills Library, construction	\$ 850	Fields Corner, Dorchester
1979	Police Station, new construction		Jamaica Plain
1979	Fire Station, new construction	<u>2,700</u>	Jamaica Plain
Subtotal:		\$ <u>3,550</u>	
1979	Total of Projects Less Than \$100,000	\$ 5,490	
Neighborhood Total Inc. All Projects		\$19,107	

Source: City of Boston, Office of Program Development, "Neighborhood Improvement Program 1978-1979", March 1978.

Table VI-19
CITY OF BOSTON PUBLIC INVESTMENT IN NEIGHBORHOODS
UNDERWAY, PLANNED, OR PROPOSED

<u>Year</u>	<u>Project</u>	<u>Amount in Thousands</u>	<u>Neighborhood</u>
<u>Parks and Recreation</u>			
1980	Chiswick Park, landscaping & repairs	\$ 125	Allston/Brighton
1980	Portsmouth Street Park, rehabilitation of tennis court and ball field	250	Allston/Brighton
1980	Commonwealth Avenue Mall Park, rehabilitation	250	Back Bay/Bay Village
1980	Boston Common/Garden, general improvements	125	Back Bay/Bay Village
1980	Boston Common/Garden, general improvements	125	Beacon Hill
1980	Ryan Playground, game courts	125	Charlestown
1980	Doherty Pool, repairs	150	Charlestown
1980	Chinese Gateway, construction	275	Chinatown
1980	Garvey Playground, floodlights	300	Dorchester, Fields Corner
1980	American Legion Playground, new softball field	135	East Boston
1980	Paris Street Gym, alteration & repair	280	East Boston
1980	Back Bay Fens, restoration, phase III	385	Fenway
1980	Franklin Field, Little League field construction	200	Franklin Field
1980	Franklin Field, restoration	500	Franklin Field
1980	George Wright Golf Course, improvements	100	Hyde Park
1980	George Wright Club House, repairs	150	Hyde Park
1980	North End Bath House, alteration and repairs	100	North End
1980	North Bennet Street Bath House, phase III design	125	North End

<u>Year</u>	<u>Project</u>	<u>Amount in Thousands</u>	<u>Neighborhood</u>
<u>Parks and Recreation (continued)</u>			
1980	Washington Park, ball field reconstruction	\$ 135	Roxbury
1980	Columbus Park Street Hockey Rink	150	South Boston
1980	L Street Bath House, alteration and repair	200	South Boston
1980	Franklin Park	200	South End
1980	Lincoln Park	<u>320</u>	South End
Subtotal:		<u>\$ 4,705</u>	
<u>Schools</u>			
1980	Carter School	<u>\$ 145</u>	South End
Subtotal:		<u>\$ 145</u>	
<u>Libraries</u>			
1980	Charlestown Library, repairs	\$ 100	Charlestown
1980	West Roxbury Branch Library	<u>400</u>	West Roxbury
Subtotal:		<u>\$ 500</u>	
<u>City Health and Family Centers</u>			
1980	Mattapan Health Center, acquisition and rehabilitation	\$ 100	Mattapan
1980	Elderly Multi-Service Center, remaining funding	2,000	Roxbury
1980	Mattapan Chronic Disease Hospital	<u>350</u>	Mattapan
Subtotal:		<u>\$ 2,450</u>	
<u>Other Public Facilities</u>			
1980	Engine Co. 56, renovation and repair	\$ 100	East Boston
1980	Hyde Park Municipal Building, renovations	<u>650</u>	Hyde Park
Subtotal:		<u>\$ 750</u>	
1980	Total of Projects Less Than \$100,000	\$ 8,550	
Neighborhood Total Inc. All Projects		\$34,268	

Source: City of Boston, Office of Program Development, "Neighborhood Revitalization Program 1979-1982", June 1979.

Table VI-20
BOSTON REDEVELOPMENT AUTHORITY DEVELOPMENT PROJECTS
UNDERWAY, PLANNED, OR PROPOSED
PUBLIC INVESTMENT

FY'80 FUNDING SUMMARY*

<u>Activity</u>	<u>Urgent Needs</u>	<u>Fifth Year CDBG</u>	<u>City Capital</u>	<u>Other[#]</u>
Campus High	\$ 235,000	- 0 -	\$ 301,600	\$ 300,000
Charlestown	165,000	\$ 40,000	3,260,900	2,090,500
Charlestown Navy Base	- 0 -	- 0 -	1,186,500	3,830,500
Columbia Point	- 0 -	- 0 -	800,000	6,250,000
Copley Square	- 0 -	- 0 -	380,000	- 0 -
Fenway	924,900	65,000	- 0 -	907,000
Kittredge Square	- 0 -	253,000	465,000	- 0 -
Lafayette Place	- 0 -	- 0 -	690,000	8,800,000
Park Plaza	- 0 -	- 0 -	2,352,000	2,350,000
South Cove/Chinatown	578,800	- 0 -	450,000	275,000
South End	3,431,380	- 0 -	2,633,680	3,372,250
S. Station/Ft. Pt. Channel	- 0 -	- 0 -	500,000	3,086,100
Theatre District	1,005,000	- 0 -	304,000	1,500,000
Washington Park	80,000	- 0 -	1,199,800	- 0 -
Waterfront	1,797,500	- 0 -	100,000	1,818,500
Note repayment	5,918,818	- 0 -	- 0 -	- 0 -
Disposition proceeds	(5,918,818)	- 0 -	- 0 -	- 0 -
Unprogrammed	<u>3,722,420</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
TOTAL	\$12,000,000	\$358,000	\$14,623,480	\$34,579,850

* To be reviewed for additional loan authorization in January, 1980.

Includes EPA, EDA, UDAG, etc., grants.

Table VI-21

BOSTON REDEVELOPMENT AUTHORITY PROJECT PROPOSALS FOR
FUNDING UNDER THE URBAN DEVELOPMENT ACTION GRANT PROGRAM AND
THE ECONOMIC DEVELOPMENT ADMINISTRATION OF THE U.S. GOVERNMENT

<u>FY'80</u>	<u>UDAG</u>	<u>EDA</u>	
		<u>Project</u>	<u>70% EDA Grant</u>
Copley Square	\$ 12.0M	\$ 4.5M	\$ 3.2M
Tent City Site	3.0		
Theatre District	6.5	3.0	2.1
Columbia Point	5.5	3.5	2.5
Park Plaza Utilities, Phase I		1.0	.7
Boston Garden	5.0	2.0	1.4
Blackstone Hotel		2.0	1.4
Navy Base, Phase II	2.0		
Monastery Hill	<u>4.0</u>		
TOTAL	\$ 38.0M	\$ 16.0M	\$ 11.3M
<u>FY'81</u>			
Hynes Auditorium	\$	\$ 2.5M	\$ 1.8M
Park Plaza, Phase II		3.0	2.1
Columbia Point, Phase II	10.0		
Rowes Wharf	<u>3.5</u>		
TOTAL	\$ 13.5M	\$ 5.5M	\$ 3.9M
<u>Further Consideration</u>			
Lewis Street Mall	\$ 5.3M	\$	\$
Leather District			
Loans		3.0	2.1
Grants		2-4	2-3
Navy Base, Sea Wall	3.0		
Roslindale Square			
Lower Mills			
Airport Hotel			
Sav-Mor Housing			
Barry's Quarry			
Orchard Park			
Southwest Corridor			
Arborfield Road			

Table VI-22
BOSTON ECONOMIC AND INDUSTRIAL COMMISSION PROPOSALS FOR
FUNDING UNDER THE URBAN DEVELOPMENT ACTION GRANT

<u>PROJECT</u>	<u>FUNDING COST</u>	<u>FUNDING SOURCE</u>	<u>CONSTRUCTION JOBS</u>	<u>PERMANENT JOBS</u>
Pier #6	\$2,300,000	EDA	70	100+
Building #31 and Building #16	\$ 452,000	EDA	14	150
Center Gate Dry Dock #3 and Pier 10 Stabilization	\$2,250,000	EDA	69	600
Army Base Adaptation	\$3,000,000	EDA	92	1000
Reservation Road Hyde Park	\$ 380,000	UDAG (or EDA)	40	80

Other Considerations

Boston Marine Industrial Park, FTZ Building #32, Final Phase renovation
\$150,000 Boilers, railsiding improvements, freight
(UDAG) elevator upgrading

Pier #7, Renovation, would provide 350 ft. pier

\$3.5 Million
107 Construction Jobs
500 Permanent Jobs

Industrial site inventory, requires significant data gathering, input, analysis.
Will provide EDIC with essential site referral capacity in tune with economic
development objectives.

\$200,000 EDA TA Grant for Data Gathering, Input and Analysis.

C.E.D.C. (Chinese Economic Development Council) Needs:

Amount and form to be determined

I.B.A. (Hispanic Community Development Corp.) Needs:

Amount and form to be determined.

U.S.E.S. (United South End Settlements) Needs:

Amount and form to be determined.

Business Loan Program, \$10 million

(EDA) set aside annually for Boston with EDIC
as conduit to individual firms.

VII. FISCAL STRATEGY AND PUBLIC INVESTMENT

Ten years of visionary public policy and planning have given Boston a largely new public infrastructure and a public sector performance notably improved with a broad range of services far beyond the narrower traditional scope of earlier epochs. These were instrumental in spurring the much greater private investment response and the revitalization of neighborhoods, and in inducing important federal and state investment roles. All this was achieved within the severe constraints of an antiquated state and local tax structure, while holding the tax levy growth to less than half the inflation rate.

In the face of current and foreseeable limitations on City funding of public investment, and cutbacks in federal and state investment financing programs, Boston public policy planning, for the 1980-90 decade, must strive to meet the challenge of forging the link between the extensive public improvements, housing upgrading, and neighborhood revitalization of the 1970s, and the more profound neighborhood development that can be achieved in the 1980s. A "Development Plan for Neighborhoods", combining innovative strategy with far-reaching "Goals for Boston", unveiled by Mayor White in September, 1979, and reiterated in his inaugural address of January of this year, sets a notable pace and yardstick for the 1980s.

Last decade's achievement and next decade's challenge to public policy planning must be viewed in the light of Boston's circumstance in the early 1960s. Three decades of negligible investment in public infrastructure signified a City with community facilities in an advanced stage of decay, matched by a deteriorating economic base, loss of one-fifth of its population

and flight of jobs and opportunity. Mayor John Hynes and Mayor John Collins sought to turn the tide with tax incentives for investment, and the marriage of federal urban renewal resources with private investment downtown. But it was left to Mayor Kevin H. White's far-reaching program of public improvements for neighborhood revitalization, and the introduction of an innovative array of public services, which brought new life to the City as a place to live, stabilized population levels, and stimulated the transformation and modernization of Boston's economy. In the course of a decade, some \$2 billion of city, state, and federal investment in public infrastructure generated \$10 billion of private investment and 100,000 jobs.

A number of measures attest to the significant improvement in the performance of the public sector in the course of the last decade. In comparison with the year 1967, the last year of the administration of Mayor John Collins, the number of municipal employees, including CETA workers, is now less. Nevertheless, the City was able to embark on a whole new range of services activities for the elderly and youth, for human rights and industrial development, for neighborhood public services and storefront clinics, and public facilities planning. Boston municipal expenditures per capita, measured in dollars of constant value adjusted for inflation, are no higher now than in 1967 despite the broadened range of public services provided. If welfare expenditures, which were a City cost in 1967, are excluded from the comparison, and CETA outlays, which are federally-funded, are included, to reflect the trend in the cost of services now provided, the increase in per capita outlays has been at a rate of only one percent per year. Also, in comparison with other large cities, Boston's municipal government role

is in the middle range. Boston, with 81 municipal employees per 100,000 metro area population, has a municipal government role that is smaller than that of New Orleans, Baltimore, New York, and Washington, D.C., though larger than that in Atlantic, Houston, Los Angeles, Cleveland, Detroit and San Francisco.

To achieve the more profound neighborhood development to which it aspires, to create the 100,000 jobs Boston requires, to meet the needs for maintenance, repair and replacement of its public infrastructure, and to provide the new infrastructure needed for new development, in the 1980-90 decade, Boston public policy planning must mount a new public investment program and marshall new investment roles on the part of the federal and state governments. Innovative sources of funding will have to be conceived, including the imaginative devices presented in Mayor White's Neighborhood Development Action Strategy statement of last September. A study undertaken by the Urban Institute of Washington, D.C. in 1978, found that of the \$4 billion of public infrastructure investment Boston would require over the next five years, for maintenance, repair, and replacement of the existing infrastructure, only \$3 billion of federal, state, and city resources were projected as earmarked and available.* Infrastructure needs for new development would further swell funding requirements.

In the context of the \$20 billion of public and private investment needed to achieve Goals for Boston in the 1980-90 decade, which is the

* Chester Johnson, The Urban Institute, "The Financing of Infrastructure in the City of Boston by Local and Regional Authorities, the Commonwealth of Massachusetts and the Federal Government, 1962-77", and "Capital Requirements of Boston Infrastructure and Proposed Financing by the Public Sector: Prospective Five-Year Period", 1978 (Draft reports).

principal subject of this report, the public investment target of \$7.25 billion includes transportation-related investment of \$3.7 billion, whose funding is largely federal and is largely earmarked. Substantial federal and state funding is also in view for other major portions of future infrastructure needs including sewer and water. There are, nevertheless, major gaps, and new public planning and policy efforts will be needed at the city, state, and federal levels.

City-funded public investment and its planning are now lagging. City-funded public infrastructure investment had risen steadily, beginning in 1968, as Boston built schools and community facilities in an unprecedented epoch of investment in public improvements. Since the beginning of 1968, city-funded public investment totalled more than \$700 million, making up one-third of all public investment in Boston, including that financed by the state and federal governments. In deference to the need for fiscal austerity, however, city-funded public investment has been cut back from the peak level of \$110 million, reached in 1976, to a current level of about \$60 million. For the 1980-90 decade, when Boston should be providing the infrastructure for refurbished neighborhood commercial centers and new private, job-creating investment, as well as for the needs for maintenance, repair, and replacement, a goal for city public investment would be the reattainment of the 1976 levels, with some allowance for the rise in costs since then.

An important lag in state planning and investment programming must be overcome. As funding for medical and higher educational facilities development winds down, new state investment funding initiatives will be needed. State investment planning and funding are critically needed for convention

centers, a sports stadium, commercial area revitalization, the North Station Urban Renewal Project Area and harbor development--all representing costs which would be self-liquidating in view of the direct and indirect state income and sales tax revenue that would be generated.

The federal government is pouring an expanding flow of money into Boston and other urban areas in social security and welfare benefits, transportation and sewer and water investment, and in economic and community development, but most of this escapes the City's own coffers, and there are major gaps. Federal programs and funds are needed for land assembly, the removal of obsolete public housing, and the financing of low and moderate income ownership programs.

Though city-funded public investment planning has lagged, there is progress on several fronts. A new policy approach, the Neighborhood Development Action Strategy is designed to aid neighborhood development by creating a neighborhood development bank, a land bank, and a new development secretariat within city government to coordinate all the City's legal and financial powers to launch neighborhood development. The development bank which would finance neighborhood development projects, principally the revival of commercial centers, will be funded from a variety of sources, essentially by using public capital grants, benefitting private investment, as loans whose repayment will swell the coffers of the development bank. In this way, downtown development can generate and foster increased and sustained development in the City's neighborhoods. A land bank would ensure that all city-owned and tax-foreclosed properties would be inventoried, marketed, and managed for neighborhood development. The

Development Secretariat will approve only those development-related projects consistent with the requirements of the City. With last decade's advance in the City's economic base, Boston can now afford to set stricter standards for new private investment and manage development opportunities so that the greatest benefit for the largest number of people is derived from any development plan.

The Neighborhood Development Action Strategy would help to achieve "Goals for Boston". City-assisted downtown development will subsidize neighborhood-based development by plowing back infrastructure capital grant loan repayments through the Neighborhood Development Fund. Investment projects will be approved only if they are competitive, and they reinforce Boston's unique and distinctive character.

Most important of all, and for the first time, Boston has fully articulated the City public investment requirements to achieve the \$8.2 billion of development projects underway, planned or proposed. These are outlined in detail, by project, and with comparative analyses, in the tables which accompany this chapter. In effect, \$342 million of city-funded public investment is needed, in a handful of specific projects, to assure proposed private development investment of \$3,758 million and federal and state investment of \$4,090 million (including \$2,692 million for transportation). This would signify a City leverage ratio of 24 to 1 in relation to total investment in the pipeline, a ratio of 11 to 1 with respect to private investment underway, planned or proposed, and 12 to 1 in relation to the federal and state investment. This would not be all of the city public investment that would be needed, and does not include requirements for

maintenance, repair and replacement. If these latter needs were to be included, city-funded public investment required would be double the level in identified projects, totalling approximately \$700 million over the next five years (and the City leverage ratio would be half that noted above, though still quite large and of basic importance). And it is the planning for this level of city-funded public investment that should be a first order of priority for City planning and policy, and fiscal strategy.

As background to the need for public investment planning, a look at the make-up of public investment in the pipeline sheds important light on public investment needs. Public investment is made up of three types, - basic infrastructure, facilities, and project-related public improvements.

Basic infrastructure includes city-wide transportation, water and sewer, and parks and recreation investment. Basic infrastructure investment underway, planned or proposed, at \$3,345 million (including \$2,692 million of transportation investment), makes up the lion's share of the \$4,432 million of public investment in the pipeline. City-funded public infrastructure planned, at \$149 million, reflects both the high City leverage as well as the lag in planning and project formulation to meet needs.

Public facilities investment planned is made up of specific buildings and structures, including the State Transportation Building, the Federal Office Building, Tufts Nutrition Center, the new Roxbury Community College, the University of Massachusetts Gymnasium, the new Franklin Park Zoo, and the State Archives Building. Of the \$510 million of public facilities underway, planned or proposed, City public facilities comprise \$123 million, most of which still remains to be programmed and scheduled, including the Hynes Auditorium expansion.

Private investment project-related public improvements comprise the third component of public investment underway, planned or proposed, totalling \$578 million. Of this total, \$70 million represents City public improvements planned. Apart from FY'81, this total for the City does not include public improvements needs for maintenance, repair and replacement, parks, recreation facilities and open space, public works, streets, sidewalks, and lighting, and community facilities, traffic and parking. The cost of these additional improvements are estimated at approximately \$350 million over a five-year period.

On the public investment planning front, the U.S. government and the State of Massachusetts are far ahead of the City of Boston. Of the \$1,741 million of public investment underway, planned or proposed in Boston (excluding basic transportation infrastructure), the Federal government accounts for \$736 million, the State and metro region authorities make up \$665 million, and the City \$340 million. The public investment use is spread in roughly equal shares, with \$653 million earmarked for basic infrastructure, \$510 million for facilities, and \$578 million for public improvements related to private investment projects. City public investment underway, planned, or proposed for public improvements related to private investment projects is only \$70 million.

The lag in public improvements planning related to private investment projects has a high cost in terms of the potential for development and jobs. In the case of the \$3.8 billion of private development projects underway, planned or proposed, for example, and the related public improvements of \$645 million, the private-public leverage ratio is 6 to 1. In effect,

on the average, \$1 of planned public improvements generates \$6 of private development.

When the focus is narrowed to the role of City public improvements required for private development projects, the leverage ratio is much higher and the potential foregone much greater. For the \$3.8 billion of private investment in the pipeline, the related public improvements of \$645 million is made up of \$545 million of federal and state investment and \$100 million of City public improvements. Thus, \$1 of related City improvements is generating \$37 of private investment and \$5 of federal and state investment. This suggests that the lag in planned City public improvements of \$350 million could signify foregoing hundreds of millions of federal and state investment and billions of private investment.

City public investment underway, planned or proposed has a number of dimensions. Taken as a whole, it makes up four percent of total public and private investment in the pipeline, and eight percent of total federal, state and local public investment. The requirements for City public investment are greatest for retail, cultural, and hotel projects underway, planned or proposed, and less for office, housing and industrial projects.

A most significant dimension of the public sector role in the \$8.2 billion of investment underway, planned or proposed is the share of the development projects slated for Boston's neighborhoods in comparison to that for Downtown. Boston's Downtown, including the Central Business District, South Station, North Station, and the Waterfront, is the locus for \$3.6 billion, or 45 percent of the development projects in the pipeline, and \$4.5 billion, representing 55 percent of the planned projects,

are located in Boston's neighborhoods, including North End, West End, Beacon Hill, Back Bay and Boston's other communities.

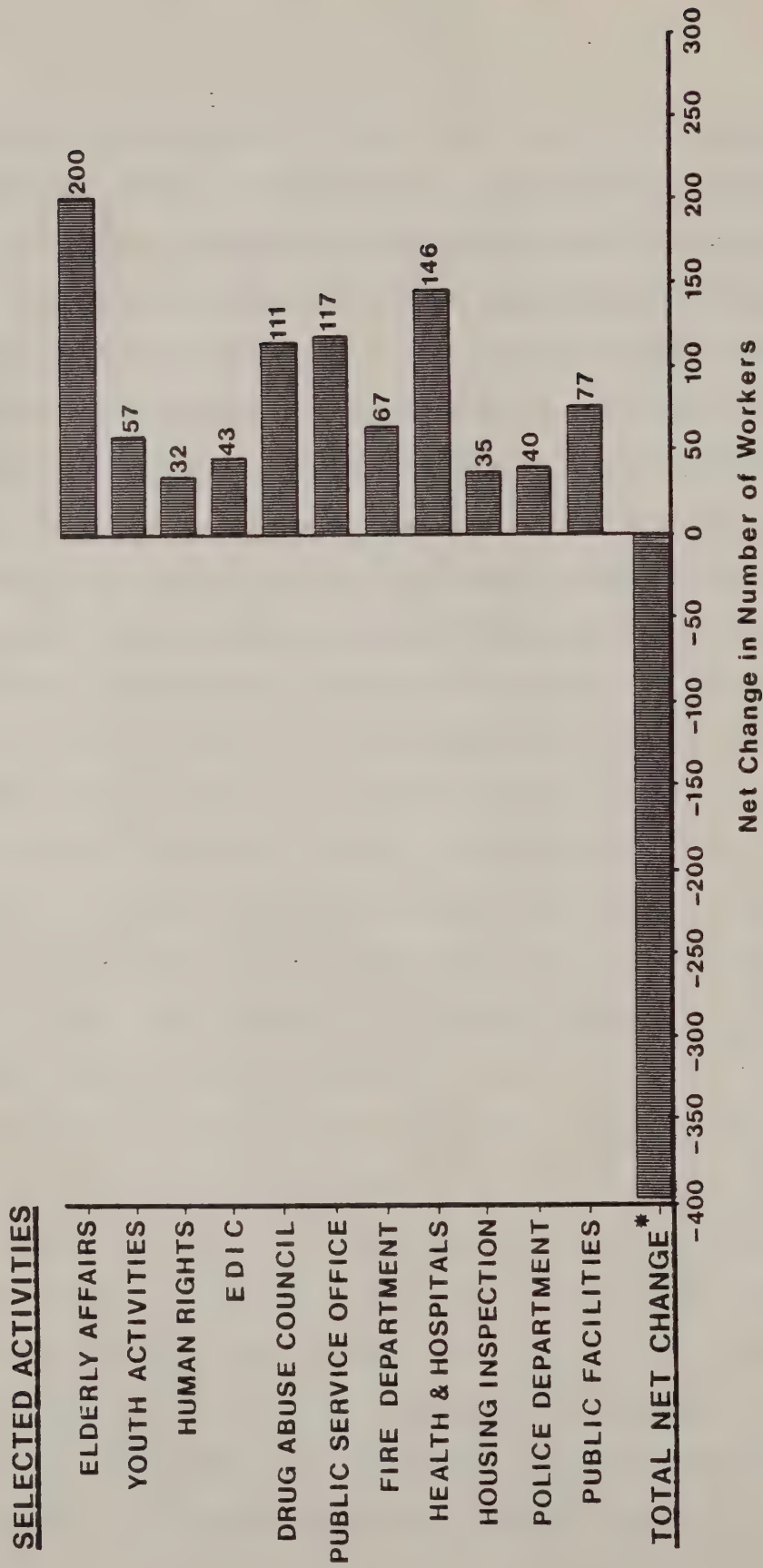
The larger role for neighborhood development suggests that the City is well on its way toward achieving one of its principal goals--namely, job creation in the Boston neighborhoods. The neighborhood concentration of planned investment is greater than that in the 1970s and comes about, in part, through the difference in the sector composition of investment. For example, of the \$8.2 billion of investment planned, development projects in the hotel, housing, medical, educational, cultural, industrial and transportation sectors have a greater concentration in the neighborhoods, while projects for office and retail development projects loom larger Downtown. To the extent that City strategy succeeds in fostering the revival of neighborhood commercial districts, the neighborhood balance in development, with all of its implications for expanding opportunity for jobs, revitalization, and the attenuation of racial tensions, would be further favored. Here, of course, the leverage role of public investment, and especially City investment, and its financing would be crucial.

For Boston's major mixed use projects underway, planned or proposed, the City public leverage role, taken as a whole, is large. City public investment at \$85 million, is associated with \$1,957 million of private investment and \$1,521 million of federal, state and local investment, suggesting an overall City leverage ratio of 40 to 1. To accomplish this, however, some \$1,436 million of federal and state investment will have to be marshalled. Requirements include proposed financing by Urban Development Action Grants, the Economic Development Administration, the Bureau of

Outdoor Recreation, Local Public Works Grants, the Environmental Protection Agency, the Boston Water and Sewer Authority, the Metropolitan District Commission, the Massachusetts Bay Transportation Authority, the Urban Mass Transportation Administration, the Massachusetts Port Authority, the Urban Systems Program, the General Services Administration, and other federal and state programs. All of these public investment requirements are identified in Tables VII-11 through VII-23 accompanying the present chapter. In effect, Boston has an extraordinary agenda for planning, the marshalling of the federal and state role, and formulating the new City public investment program essential to achieving the important development goals.

Graph VII-1

**BROADENING BOSTON'S RANGE OF PUBLIC SERVICES -
CHANGE IN THE NUMBER OF MUNICIPAL WORKERS 1967-1978**

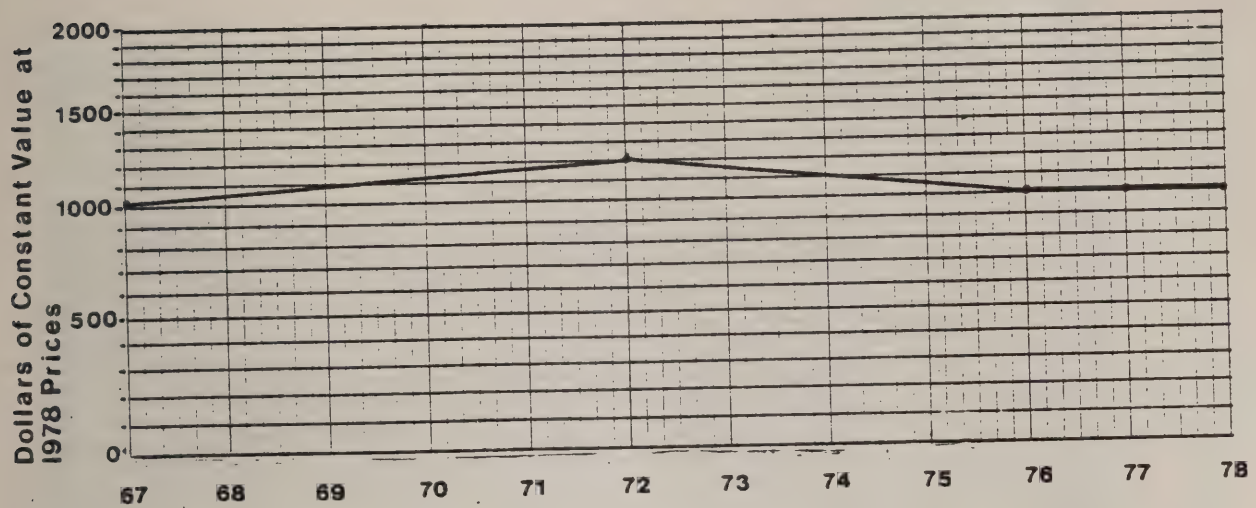


*Includes 1,783 CETA Workers in 1978

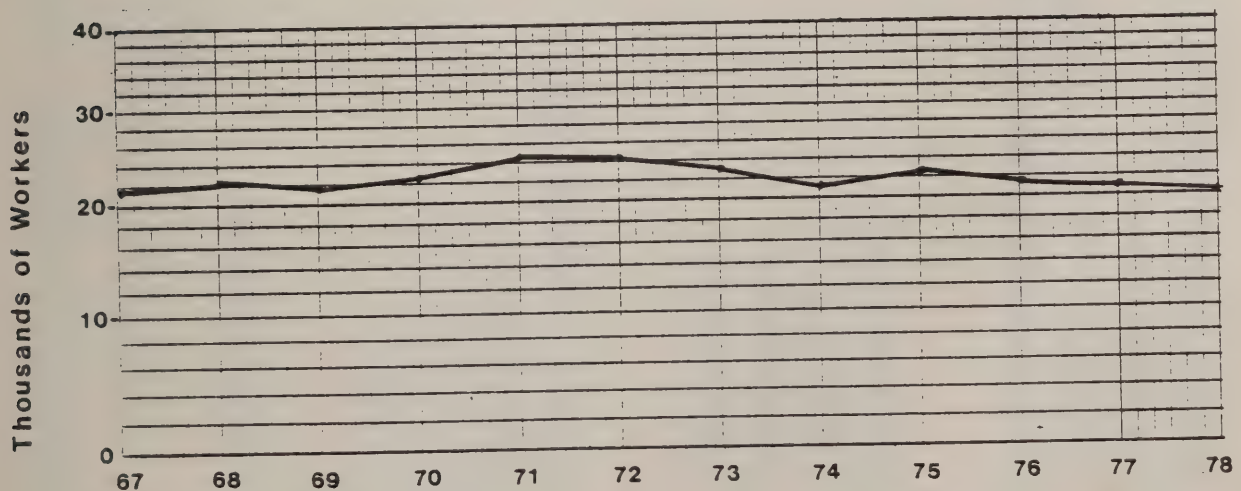
Source: City Auditing Dept., Boston Municipal Research Bureau, April 1979

Graph VII-2

BOSTON MUNICIPAL EXPENDITURES (PER CAPITA)

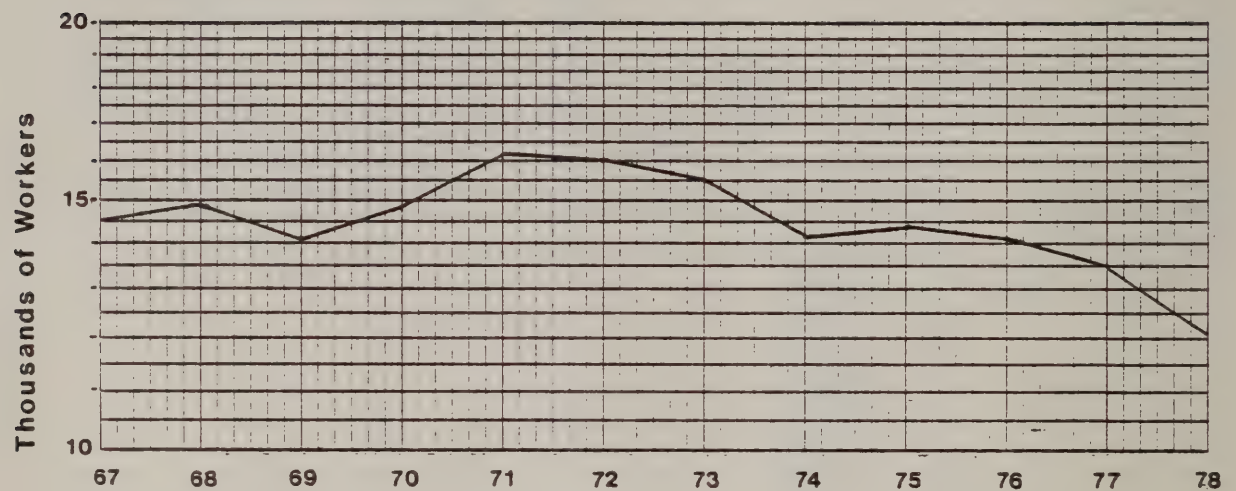


BOSTON MUNICIPAL EMPLOYMENT (INCLUDING CETA)



Source: City of Boston, Auditing Dept, Annual Reports, 1967 - 77

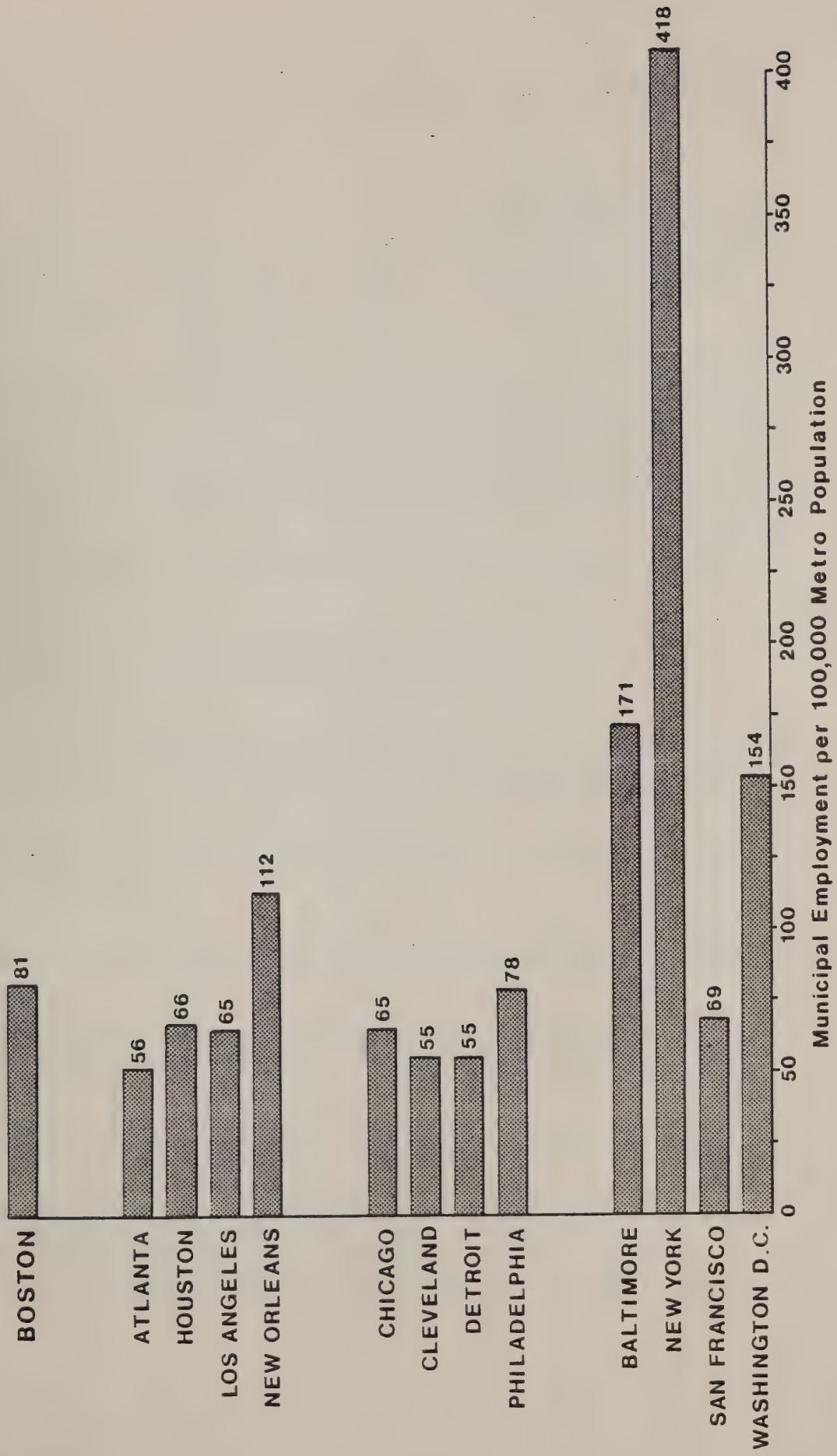
Graph VII-3 MUNICIPAL EMPLOYMENT,* 1967-1978



* does not include School Department employees

Source: B.R.A. Research Dept. and City of Boston, Auditing Dept.
Annual Reports

Graph VII-4 MUNICIPAL ROLES IN BOSTON AND OTHER LARGE CITIES



Source: U.S. Census Bureau

Table VII-1
DEVELOPMENT PROJECTS UNDERWAY, PLANNED, OR PROPOSED
(Millions of Dollars)

Private Investment ¹		\$ 3,758
Public Investment ²		4,432
Basic Infrastructure ³	\$ 3,345	
Transportation ⁴	2,692	
Other ⁵	653	
Facilities ⁶	510	
Other Public Improvements ⁷	<u>578</u>	
Other City Improvements	70	
Authorities, State & Federal	<u>508</u>	
TOTAL		\$ 8,190

CITY PUBLIC SUMMARY⁸
(Millions of Dollars)

Basic Infrastructure	\$ 149	
Facilities	123	
Other Public Improvements	<u>70</u>	
TOTAL		\$ 342

-
1. Private Investment includes all private projects listed in Tables VII-4 to VII-14.
 2. Public Investment includes all public investment -- basic infrastructure, public facilities, and public improvements -- required by private projects.
 3. Basic Infrastructure includes city-wide transportation, water and sewer, and other infrastructure projects.
 4. Transportation includes mass transit, airport, seaport, bridges, and major road changes. \$51M was subtracted from the \$2,743M total in Table VII-15 because the new Northern Avenue Bridge, Seaport Access Road, and Columbia Point projects were allocated to specific sector tables and were therefore included in line 7 of this table.

TABLE VII-1 (con't)

5. Other Basic Infrastructure includes infrastructure not allocated to specific private projects, predominantly water and sewer improvements. (The \$619M Major Mixed Use Projects line in Table VII-16 was allocated to specific projects and therefore not included in the Other Public total in this table. \$51M of infrastructure projects listed in Table VII-16 were also excluded; these items relate to Fort Point Channel, Southwest Corridor and Columbia Point. \$93M for four city public facilities was also subtracted from the Other City Public line in Table VII-16, leaving a balance of \$147M City public investment in city-wide infrastructure.)
6. Facilities are publically funded projects including the State Transportation Building, Federal Office Building, Tufts Nutrition Center, Massachusetts College of Art, new Roxbury Community College, University of Massachusetts Gymnasium, new Franklin Park Zoo, and State Archives Building. Including Hynes Auditorium expansion and Boston Stadium, new city public facilities amount to \$123M, \$93M of which was not included in Public Facilities in Table G-6.
7. Other Public Improvements include public investment required to leverage private investment, \$70M of which is City public investment.
8. Apart from public improvement plans for FY 1981, these totals do not include city capital improvement requirements for
 - (1) Other maintenance, repair, and replacement,
 - (2) Parks, recreation facilities and open space,
 - (3) Public works, streets, sidewalks, and lighting, and
 - (4) Community facilities, traffic and parking.

The cost of these additional improvements are estimated at approximately \$350 million over a five-year period.

Table VII-2
PLANNING FOR CITY OF BOSTON PUBLIC INVESTMENT EXPENDITURES
(Millions of Dollars)

1981 City Capital Budget	\$ 75
1981 City Operating Budget	10
Hynes Auditorium & Stadium	30
New Jail	30
Resource Recovery Plant	60
Capital Rehabilitation of Municipal Buildings	45
Energy Saving Capital Improvements	15
Public Schools	46
Seaport Facilities	5
Health and Hospitals	21
West Roxbury Police Station	1.5
New Public Works Garage	1.5
Long Wharf Reconstruction	2
TOTAL	\$342

Table VII-3
SUMMARY OF PUBLIC INVESTMENT BY GOVERNMENT SECTOR*
(Millions of Dollars)

City

Basic Infrastructure*	\$147	
Facilities	123	
Other Public Improvements	70	
TOTAL		\$340

Local and Metro Region Authorities

Basic Infrastructure*		
Piers, Waterfront, Airport	\$ 40	Massport
Park	10	MBTA
Water and Sewer Improvements	40	MDC
Park	2	MDC
Water and Sewer Improvements	<u>10</u>	BWSC
Sub-Total	\$102	
Facilities		
New Franklin Park Zoo	\$ 21	MDC
Other Public Improvements		
Major Mixed Use Projects	74	
TOTAL		\$197

State

Basic Infrastructure*	
State share of MDC projects	\$ 60
State share of BWSC projects	15
Park	<u>2</u>
Sub-Total	\$ 77
Facilities	
State Transportation Building	\$ 70
Massachusetts College of Art	16
New Roxbury Community College	32
U/Mass Gymnasium	12
State Archives	12
Hynes Auditorium Expansion &	40
Boston Stadium	
Pine Street Inn	<u>2</u>
Sub-Total	\$184

Table VII-3 (cont'd)

State (cont'd)

Other Public Improvements		
Major Mixed Use Projects	\$207	
TOTAL		\$ 468

Federal

Basic Infrastructure		
Federal share of MDC projects	\$261	
Federal share of BWSC projects	<u>66</u>	
Sub-Total	\$327	
Facilities		
Federal Office Building	\$ 91	
Tufts Nutrition Center	<u>21</u>	
Sub-Total	\$182	
Other Public Improvements		
Major Mixed Use Projects	\$227	
TOTAL		\$ 736
GRAND TOTAL		\$1,741

* Does not include basic transportation infrastructure.

Table VII-4
SUMMARY OF PUBLIC INVESTMENT BY GOVERNMENT SECTOR
(Millions of Dollars)

Basic Infrastructure	<u>Trans- portation</u>	<u>Non-Trans- portation</u>	<u>Total</u>
City	\$ 2	\$ 147	\$ 149
Authorities	310	102	412
State	160	77	237
Federal	<u>2,220</u>	<u>327</u>	<u>2,547</u>
TOTAL	\$2,692	\$ 653	\$3,345
Facilities			
City		\$ 123	
Authorities		21	
State		184	
Federal		<u>182</u>	
TOTAL		\$ 510	
Other Public Improvements			
City		\$ 70	
Authorities		74	
State		207	
Federal		<u>227</u>	
TOTAL		\$ 578	
GRAND TOTAL			\$4,432
SUMMARY			
City	\$ 2	\$ 340	\$ 342
Authorities	310	197	507
State	160	468	628
Federal	<u>2,220</u>	<u>736</u>	<u>2,956</u>
TOTAL	\$2,692	\$1,741	\$4,432

Table VII-5
PUBLIC SECTOR ROLE IN INVESTMENT
UNDERWAY, PLANNED, OR PROPOSED

	TOTAL (Millions of Dollars)	PRIVATE (Millions of Dollars)	PUBLIC (Millions of Dollars)		
			Total	Infrastructure	Facilities
Major Mixed Use	(\$3,478.7)	(\$1,957.6)	(\$1,521.5)	(\$1,521.5)	\$ 0
Office	1,064.7	732.4	332.3	166.7	165.6 ¹
Retail	219.4	173.9	45.5	45.5	0
Hotel	1,033.1	932.4	100.7	100.7	0
Housing	1,014.0	859.7	154.3	154.3	0
Medical	322.7	301.7	21.0	0	21.0 ²
Educational	128.2	68.2	60.0	0	60.0 ³
Cultural	328.8	198.8	130.0	27.0	103.0 ⁴
Industrial	200.0	136.3	63.7	63.7	0
Private TCPU	168.3	168.3	0	0	0
Parking Garages	(244.1)	(244.1)	-	-	-
Other Private	273.1	186.1	87.0	87.0	
Sub-Total	4,752.3	3,757.8	994.5	644.9	349.6
Transportation ⁵	2,691.1	-	2,691.6	2,691.6	0
Other Public	746.2	-	746.2	746.2	0
Total	\$8,190.1	\$3,757.8	\$4,432.3	\$ 4,082.7	\$ 349.6

1. State Transportation Building and Federal Office Building.
2. Tufts Nutrition Center.
3. Massachusetts College of Art, New Roxbury Community College, University of Massachusetts Gymnasium.
4. New Franklin Park Zoo, State Archives Building, Hynes Auditorium Expansion, Boston Stadium.
5. Mainly sewer and water infrastructure and certain facilities (\$93M).

Table VII-6
CITY ROLE IN INVESTMENT
UNDERWAY, PLANNED, OR PROPOSED

	TOTAL (Millions of Dollars)	PRIVATE (Millions of Dollars)	PUBLIC			
			Total (Millions of Dollars)	City (Millions of Dollars)	Total (As a % of Total Investment)	City (As a % of Total Investment)
Major Mixed Use	(\$3,478.7)	(\$1,957.6)	(\$1,521.5)	(\$ 85.5)	43.7%	2.5%
Office	1,064.7	732.4	332.3	14.3	31.2	1.3
Retail	219.4	173.9	45.5	15.5	20.7	7.1
Hotel	1,033.1	932.4	100.7	16.6	9.7	1.6
Housing	1,014.0	859.7	154.3	10.6	15.2	10.5
Medical	322.7	301.7	21.0	0	6.5	0
Educational	128.2	68.2	60.0	0	46.8	0
Cultural	328.8	198.8	130.0	31.9	39.5	9.7
Industrial	200.0	136.3	63.7	3.0	31.8	1.5
Private TCPU	168.3	168.3	0	0	0	0
Parking Garages	(244.1)	(244.1)	-	-	-	-
Other Private	273.1	186.1	87.0	8.4	31.9	3.1
Sub-Total	4,752.3	3,757.8	994.5	100.3	20.9	2.1
Transportation	2,691.1	-	2,691.6	-	100	-
Other Public	746.2	-	746.2	240	100	32.2
Total	\$8,190.1	\$3,757.8	\$4,432.3	\$ 340.3	54.1%	4.2%

Table VII-7
CITY ROLE IN PUBLIC INVESTMENT
UNDERWAY, PLANNED, OR PROPOSED

	<u>Total Public</u> (Millions of Dollars)	<u>City Public</u> (Dollars)	<u>City Public</u> (As a % of Total)
Major Mixed Use	(\$1,521.5)	(\$ 101.1)	6.6%
Office	332.3	14.3	4.3
Retail	45.5	15.5	34.1
Hotel	100.7	16.6	16.5
Housing	154.3	10.6	6.9
Medical	21.0	0	0
Educational	60.0	0	0
Cultural	130.0	31.9	24.5
Industrial	63.7	3.0	4.7
Private TCPU	0	0	0
Parking Garages	-	-	-
Other Private	87.0	8.4	9.7
Sub-Total	994.5	100.3	10.1
Transportation	2,691.6	-	-
Other Public	746.2	240	32.2
Total	\$4,432.3	\$ 340.3	7.7%

Table VII-8
INVESTMENT IN NEIGHBORHOODS AND DOWNTOWN
UNDERWAY, PLANNED, OR PROPOSED

	<u>Total</u>	<u>Neighborhoods</u> (Millions of Dollars)	<u>Downtown</u> (Millions of Dollars)	<u>Neighborhoods</u> (As a Percent of Total)	<u>Total</u> (As a Percent of Total)
Major Mixed Use	(\$3,478.7)	(\$2,060.9)	(\$1,417.8)	59.2%	40.8%
Office	1,064.7	201.7	863.0	18.9	81.1
Retail	219.4	91.6	127.8	41.8	58.2
Hotel	1,033.1	506.0	527.1	49.0	51.0
Housing	1,014.0	804.1	209.9	79.3	20.7
Medical	322.7	301.7	21.0	93.5	6.5
Educational	128.2	128.2	0	100.0	0
Cultural	328.8	172.8	156.0	52.6	47.4
Industrial	200.0	191.7	8.3	95.8	4.2
Private TCPU	168.3	157.3	11.0	93.5	6.5
Parking Garages	(244.1)	(93.6)	(150.5)	38.3	61.7
Other Private	273.1	91.4	181.7	33.5	66.5
Sub-Total	4,752.3	2,646.5	2,105.8	55.7	44.3
Transportation	2,691.6	1,255.6	1,436.0	46.6	53.4
Other Public	746.2	638.7	107.5	85.6	14.4
Total	\$8,190.1	\$4,540.8	\$3,649.3	55.4%	44.6%

Table VII-9
PUBLIC ROLE IN INVESTMENT IN NEIGHBORHOODS AND DOWNTOWN
UNDERWAY, PLANNED, OR PROPOSED

	TOTAL	PRIVATE	PUBLIC		
	(Millions of Dollars)		Total	Infrastructure	Facilities
(Millions of Dollars)					
<u>Neighborhoods*</u>					
Major Mixed Use	(\$2,060.9)	(\$1,068.6)	(\$ 992.3)	(\$ 992.3)	\$ 0
Office	201.7	176.2	25.5	20.9	4.6
Retail	91.6	80.7	10.9	10.9	0
Hotel	506.0	468.4	37.6	37.6	0
Housing	804.1	699.4	104.7	104.7	0
Medical	301.7	301.7	0	0	0
Educational	128.2	68.2	60.0	0	60.0
Cultural	172.8	68.1	104.7	1.7	103.0
Industrial	191.7	131.5	60.2	60.2	0
Private TCPU	157.3	157.3	0	0	0
Parking Garages	(93.6)	(93.6)	-	-	-
Other Private	91.4	76.7	14.7	14.7	0
Sub-Total	2,646.5	2,228.2	418.3	250.7	167.6
Transportation	1,255.6	-	1,255.6	1,255.6	0
Other Public	638.7	-	638.7	638.7	0
Total	4,540.8	2,228.2	2,312.6	2,145.0	167.6
<u>Downtown</u>					
Major Mixed Use	(\$1,417.8)	(\$ 889)	(\$ 529.2)	(\$ 529.2)	\$ 0
Office	863.0	556.2	306.8	145.8	161
Retail	127.8	93.2	34.6	34.6	0
Hotel	527.1	464.0	63.1	63.1	0
Housing	209.9	160.3	49.6	49.6	0
Medical	21.0	0	21.0	0	21
Educational	0	0	0	0	0
Cultural	156.0	130.7	25.3	25.3	0
Industrial	8.3	4.8	3.5	3.5	0
Private TCPU	11.0	11.0	0	0	0
Parking Garages	(150.5)	(150.5)	-	-	-
Other Private	181.7	109.4	72.3	72.3	0
Sub-Total	2,105.8	1,529.6	576.2	394.2	182
Transportation	1,436.0	-	1,436.0	1,436.0	0
Other Public	107.5	-	107.5	107.5	0
Total	3,649.3	1,529.6	2,119.7	1,937.7	182
<u>TOTAL</u>	\$8,190.1	\$3,757.8	\$4,432.3	\$4,082.7	\$ 349.6

* Neighborhoods include North End, West End, Beacon Hill, and all other Boston neighborhoods. Downtown includes Central Business District, South Station, North Station, and the Waterfront.

Table VII-10
CITY PUBLIC ROLE IN INVESTMENT IN NEIGHBORHOODS AND DOWNTOWN
UNDERWAY, PLANNED, OR PROPOSED

	TOTAL	PRIVATE	PUBLIC			
	(Millions of Dollars)		Total (Millions of Dollars)	City (Millions of Dollars)	Total (As a % of Total Investment)	City
<u>Neighborhoods*</u>						
Major Mixed Use	(\$2,060.9)	(\$1,068.6)	(\$ 992.3)	(\$ 10.5)	48.1%	.5%
Office	201.7	176.2	25.5	.3	12.6	.1
Retail	91.6	80.7	10.9	1.3	11.9	1.4
Hotel	506.0	468.4	37.6	.5	7.4	.1
Housing	804.1	699.4	104.7	6.0	13.0	.7
Medical	301.7	301.7	0	0	0	0
Educational	128.2	68.2	60.0	0	46.8	0
Cultural	172.8	68.1	104.7	31.7	60.6	18.3
Industrial	191.7	131.5	60.2	2.5	31.4	1.3
Private TCPU	157.3	157.3	0	0	0	0
Parking Garages	(93.6)	(93.6)	-	-	-	-
Other Private	91.4	76.7	14.7	1.4	16.1	1.5
Sub-Total	2,646.5	2,397.5	418.3	43.7	15.8	1.7
Transportation	1,255.6	-	1,255.6	-	100.0	-
Other Public	638.7	-	638.7	16.0	100.0	25.1
Total	4,540.8	2,397.5	2,312.6	203.7	50.9	4.5
<u>Downtown</u>						
Major Mixed Use	(\$1,417.8)	(\$ 889)	(\$ 529.2)	(\$ 75.0)	37.3%	5.3%
Office	863.0	556.2	306.8	14.0	35.6	1.6
Retail	127.8	93.2	34.6	14.2	27.1	11.1
Hotel	527.1	464.0	63.1	16.1	12.0	3.1
Housing	209.9	160.3	49.6	4.6	23.6	2.2
Medical	21.0	0	21.0	0	100.0	0
Educational	0	0	0	0	0	0
Cultural	156.0	130.7	25.3	.2	16.2	.1
Industrial	8.3	4.8	3.5	.5	42.2	6.0
Private TCPU	11.0	11.0	0	0	0	0
Parking Garages	(150.5)	(150.5)	-	-	-	-
Other Private	181.7	109.4	72.3	7.0	39.8	3.9
Sub-Total	2,105.8	1,529.6	576.2	56.6	27.4	2.7
Transportation	1,436.0	-	1,436.0	-	100.0	-
Other Public	107.5	-	107.5	80	100.0	74.4
Total	3,649.3	1,529.6	2,119.7	136.6	58.1	3.7
<u>TOTAL</u>	\$8,190.1	\$3,757.8	\$4,432.3	\$ 340.3	54.1%	4.2%

* Neighborhoods include North End, West End, Beacon Hill, and all other Boston neighborhoods. Downtown includes Central Business District, South Station, North Station, and the Waterfront.

Table VII-11
MAJOR MIXED USED PROJECTS
UNDERWAY, PLANNED OR PROPOSED
(Millions of Dollars)

	Investment		City
	Private	Public	Public
<u>Neighborhood Projects</u>			
Charlestown Navy Yard	\$ 202	\$ 21	\$ 0
Columbia Point	103	77	2.3
Copley Place	278	18	0
Dorchester Lower Mills	31	6	1.4
Fort Point Channel	445	118	5
Roslindale Square	9	2	1.8
Southwest Corridor	0	750	0
	\$1,068	\$ 992	\$ 10.5
<u>Downtown Projects</u>			
Lafayette Place	\$ 70	\$ 33	\$ 25
North Station	407	298	28
Old Federal Reserve Site	65	0	0
Park Plaza	120	87	6.8
South Station	75	75	15
Theatre District	152	36	.2
	\$ 889	\$ 529	\$ 75
TOTAL	\$1,957	\$1,521	\$ 85.5

Ratio of Private to City Public Investment: 24 to 1.

* Boston Harbor South is shown in Tables VII-23 and VI-15.

Table VII-12
CHARLESTOWN NAVY YARD DEVELOPMENT PROSPECTS

Private Investment

Office	\$ 45 M	750,000 square feet
Retail	7. 5	150,000 square feet
Hotel		500 rooms
Housing	150	1,200 units
Marina		500 slips
TOTAL PRIVATE INVESTMENT		\$202.5 M

Public Capital Investment Required

Shipyard Park	\$ 3.6 M	BOR/UDAG
Site Improvements	9.9	EDA/UDAG/LPW
Seawall Improvements	4.5	EDA or UDAG
Parking (600 spaces)	2.7	EDA or UDAG
TOTAL PUBLIC INVESTMENT		\$ 20.7 M

Private to Public Ratio: 9.8 to 1

Table VII-13
COLUMBIA POINT DEVELOPMENT PROSPECTS

Private Investment

Retail - Bayside Mall	\$ 3.0 M	150,000 square feet
Retail - Pumping Station	2.5	
Housing	78.5	1,500 units
First National Bank	6.0	
Computer Center		
John F. Kennedy Library	12.0	
Boat Basin	1.0	

TOTAL PRIVATE INVESTMENT

\$103 M

Public Capital Investment Required

U/Mass Gymnasium	\$ 12 M	
State Archives	12	
HUD Modernization Grant	11.2	
Sewer Connector	6	EPA & Boston W&S
Two Bridges	4	MDC
Road Improvements	1	City
Quincy Platform	8	MBTA & UMTA
Urban Systems Grant	4.5	
Site Improvements &	12-15	UDAG
Mortgage Guarantees		
Waterfront Park & Jetties	6.5	

TOTAL PUBLIC INVESTMENT

\$ 77.2M

Private to Public Ratio: 1.3 to 1

Table VII-14
COPLEY PLACE DEVELOPMENT COSTS

Private Investment	\$ 277,571,000
With Specialty Store	
Without Specialty Store	\$ 278,295,000

Public Investment UDAG

Ramp Relocations	\$ 1,503,000
Temporary Traffic Rerouting	786,000
Relocation of Water Main	506,000
Street Modifications	2,207,000
Huntington Pedestrian Bridge	620,000
Landscaping	623,000
Parking Garage (Public Share)	6,015,000
Ventilation (Public Share)	3,400,000
Lighting	150,000
Public Mall Entry over Turnpike	1,635,000
Architect & Engineering Fees	700,000
TOTAL PUBLIC INVESTMENT	\$ 18,145,000

Private to Public Ratio: 15.3 to 1

Table VII-15
DORCHESTER LOWER MILLS DEVELOPMENT PROSPECTS

Private Investment

Conversion of 523,800 sq.ft. to housing, retail & office space	\$ 30,000,000	
Hydroelectric Generator	1,300,000	
TOTAL PRIVATE INVESTMENT		\$ 31,300,000

Public Investment Required

Heritage Park	\$ 4,361,000	State/Federal
Lower Mills Public Library	850,000	City
City "Streetscape" Improvements	100,000	City
Pierce Square Improvements	185,000	City/State
Adams Street & Other Site Improvements	300,000	City
Storefront Improvements Rebates	50,000	City
TOTAL PUBLIC INVESTMENT		\$ 5,846,000

Private to Public Ratio: 5.4 to 1

Table VII-16
FORT POINT CHANNEL AREA DEVELOPMENT PROSPECTS

Private Investment

Office	\$ 30 M	500,000 square feet
Retail	24	400,000 square feet
Hotel	174	2,200 rooms
Housing	165	3,000 units
Industrial	52	1,660,000 square feet

TOTAL PRIVATE INVESTMENT

\$445 M

Public Capital Investment Required

Boston Marine Industrial Park	\$ 13 M	City/Federal
Army Base	8	City/Federal
Containerport Landfill	26	Massport
Fish Pier Rehabilitation	10	Massport
Commonwealth Pier Improvements	20	Massport
Commonwealth Flats	NA	Massport
Water, Sewer, & Street Improvements	8	City/Boston W&S
Waterfront Parks, etc.	6	City/State/Federal
New Northern Avenue Bridge	15	State/Federal
New Seaport Access Road	12	State/Federal

TOTAL PUBLIC INVESTMENT

\$118 M

Private to Public Ratio: 4.2 to 1

Table VII-17
ROSLINDALE SQUARE DEVELOPMENT PROSPECTS

Private Investment

Supermarket	\$ 2,000,000
Suffolk Franklin Bank	500,000
Storefront Improvements	250,000
Roslindale High School, Conversion to Housing	6,600,000

TOTAL PRIVATE INVESTMENT	\$ 9,350,000
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Public Investment Required

Reconstruction of Poplar Street	\$ 120,000	Urban Systems
Beautification of Corinth Street	80,000	City
Taft Court Pedestrian Way		
Phase I	240,000	City/UDAG
Phase II	200,000	City/UDAG
Site Improvements for New Supermarket	520,000	City/Federal
Taft Hill Traffic Improvements	1,040,000	City/Federal
Storefront Improvements Rebates	25,000	City
Other "Streetscape" Improvements	250,000	City

TOTAL PUBLIC INVESTMENT	\$ 2,475,000
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Private to Public Ratio: 3.8 to 1

Table VII-18
LAFAYETTE PLACE DEVELOPMENT PROSPECTS

Private Investment

Retail	\$ 35 M
Hotel	35

TOTAL PRIVATE INVESTMENT

\$ 70 M

Public Capital Required

Garage	\$ 24 M	\$8M UDAG/\$16M City Bonds
Other Improvements	9	BRA

TOTAL PUBLIC INVESTMENT

\$ 33 M

Private to Public Ratio: 2.1 to 1

Table VII-19
NORTH STATION DEVELOPMENT PROSPECTS

Private Investment

Office	1,950,000 square feet	
Retail	390,000	
Hotel	225,000	
Housing	1,550,000	
Industrial	60,000	
Exhibition Space	465,000	
Boston Garden	500,000	
North Station	100,000	
	5,240,000 square feet	
Parking	3,700 spaces	
TOTAL PRIVATE DEVELOPMENT COST		\$407,000,000

Public Investment Required

City	28,165,000	
State	97,369,750	
Federal	172,254,000	
TOTAL		\$297,788,750

Private to Public Ratio: 1.4 to 1

Table VII-20
PARK PLAZA DEVELOPMENT PROSPECTS

Private Investment

Office	515,000 square feet
Retail	115,000
Hotel	235,000
Housing	300,000

1,165,000 square feet

Parking 1,167 spaces

TOTAL PRIVATE DEVELOPMENT COST \$120,000,000

Public Investment Required

City	\$ 6,800,000	
State	70,000,000	State Office Building
		Urban Systems Funding
Federal	8,480,000	80% State Share of
		Urban Systems Funding

TOTAL PUBLIC INVESTMENT \$ 87,400,000

Private to Public Ratio: 1.4 to 1

Table VII-21
SOUTH STATION DEVELOPMENT PROSPECTS

Private Investment

Office	\$ 30 M
Hotel	45

TOTAL PRIVATE INVESTMENT	\$ 75 M
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Public Capital Required

Garage	\$ 60 M	Federal & MBTA
	15	City

TOTAL PUBLIC INVESTMENT	\$ 75 M
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Private to Public Ratio: 1 to 1

Table VII-22
THEATRE DISTRICT DEVELOPMENT PROSPECTS

Private Investment

Human Nutrition Center	\$ 20,000,000
T.N.E.M.C.	
Boston Opera Company	6,500,000
Metropolitan Center	3,500,000
Paramount Theater	1,500,000
Wilbur Theater/Piaf's	1,750,000
Boylston Building	3,000,000
Parcel C-4 Hotel	40,000,000
Department Store-Lafayette Place	40,000,000
600,000 square foot State	20,000,000
Transportation Building	
Other	16,000,000

TOTAL PRIVATE INVESTMENT

\$152,250,000

Public Capital Investment Required

Washington, Tremont, Stuart	\$ 3,000,000
Streets Public Improvements	
Technical Assistance	200,000
Planning	
Marketing	
Administrative	
Revolving Loan	2,400,000
Urban Systems	1,500,000
Other	29,000,000

TOTAL PUBLIC INVESTMENT

\$ 36,100,000

Table VII-23
BOSTON HARBOR SOUTH DEVELOPMENT PROSPECTS

Long Wharf	\$ 9.2 M	
Long to Central (Seawall & Decking)	2.0	
Long Commuter Terminal	2.0	
Rowes-Foster Wharf (Reconstruction)	3.5	
Commuter Terminal (R-F)	2.0	
Garage	2.0	
Piers 1-3 Improvements	.75	
Sheraton Building Park	.75	
"Walk-to-Sea" Street Improvements	3.0	
Dredging	1.5	
Boat Basin (Fort Point Channel)	3.2	
TOTAL		\$ 30 M (1979 Dollars)

Source: Sasaki Associates, Inc.

Table VII-24
BOSTON CITY GOVERNMENT EMPLOYMENT¹
1947-76

<u>Year</u>	<u>Total</u>	<u>Municipal</u>	<u>School</u>	<u>School Employment As % of Total</u>
1947	19,234	13,315	5,919	31%
1948	20,507	14,732	5,775	28
1949	21,848	16,119	5,729	26
1950	22,011	16,210	5,801	26
1951	21,683	15,816	5,867	27
1952	22,385	16,409	5,976	27
1953	21,863	16,315	5,548	25
1954	21,632	16,095	5,537	26
1955	21,554	15,777	5,777	27
1956	21,757	15,943	5,814	27
1957	21,488	15,826	5,662	26
1958	21,455	15,821	5,634	26
1959	21,354	15,835	5,519	26
1960	21,071	15,535	5,536	26
1961	20,071	14,660	5,411	27
1962	19,890	14,404	5,486	28
1963	19,828	14,296	5,532	28
1964	19,919	14,092	5,827	29
1965	20,217	14,080	6,137	30
1966	20,503	14,101	6,402	31
1967	21,424	14,568	6,856	32
1968	22,089	14,785	7,304	33
1969	21,752	14,129	7,623	35
1970	23,049	14,778	8,271	36
1971	24,368	16,211	8,157	33
1972	24,286	16,058	8,228	34
1973	23,940	15,546	8,394	35
1974	21,929	14,155	7,774	35
1975	22,298	14,322	7,976	36
1976	21,917	14,104	7,813	36
1977	21,522	13,468	8,054	37
1978	20,379	12,151	8,228	40

1. The above figures includes permanent, temporary, emergency and part-time employees on city and county payrolls on February 1st of each year except employees whose salaries are federally-funded.

Source: City of Boston Auditing Department, Annual Reports, 1947-1978.

Table VII-25
PUBLIC AND TOTAL EMPLOYMENT IN CITY OF BOSTON,
1967 - 1979

<u>Year</u>	<u>Total Employment</u>	<u>Public Employment</u>			<u>Total Public as % of Total</u>	<u>City as % of Total</u>
		<u>City¹</u>	<u>State²</u>	<u>Federal</u>		
1967	541,906	21,424	22,764	34,672	14.6%	4.0%
1968	549,695	22,089	24,792	33,836	14.7%	4.0%
1969	558,061	21,752	26,928	21,988	14.4%	3.9%
1970	550,380	23,049	27,629	31,216	14.9%	4.2%
1971	536,473	24,368	28,608	28,853	15.3%	4.5%
1972	535,376	24,286	31,244	28,833	15.8%	4.5%
1973	523,734	23,940	34,058	26,603	16.2%	4.6%
1974	519,983	21,929	36,827	23,820	15.9%	4.2%
1975	504,195	22,298	36,890	23,275	16.4%	4.4%
1976	500,905	21,917	35,321	23,177	16.1%	4.4%
1977	502,788	21,522	37,515	22,478	16.2%	4.3%
1978	506,265	20,379	38,979	22,161	16.1%	4.0%
1979	531,777	20,789	42,872	22,288	16.2%	3.9%

(6 mo. avg.)

1. Includes permanent, temporary, emergency and part-time employees on city and county payrolls on February 1 of each year, except employees whose salaries are federally funded.

2. Includes employees of special districts, e.g., MDC, MBTA, etc.

Sources: For City - City of Boston Auditing Dept. Annual Reports, 1967-1978
For 1979 - Boston Municipal Research Bureau, April 1979.
Employment as of 12-26-78.

For 1967-77 - U.S. Bureau of Economic Analysis, April 1979.
"Suffolk Co. Employment"
Total Employment is 96% of Suffolk Co. Total Employment
State Employment is 95% of Suffolk Co. State and Local
Employment minus City Employment
Federal Employment is 100% of Suffolk Co. Federal
Civilian Employment

For 1978-79 - Mass. Dept. of Employment Security, November 1979.
ES-202 Reports

VIII. BOSTON'S POTENTIAL CONTRIBUTION TO NATIONAL GOALS

What Boston accomplishes in the 1980-90 decade is important not only to Boston. Achieving Boston's potential can be part of the solution of the national need to spur growth and productivity, while stimulating expansion in the economies of the metro area and New England. Boston's projected growth, attained through more productive use of underemployed manpower and underutilized infrastructure, in part, would be less inflationary than growth requiring a wholly new economic base with supporting facilities for a new resident population and labor force. And, with its greater energy efficiency, in comparison with areas of dispersed residential and production activity, Boston will also help reach national energy conservation goals.

In fact, Boston and the nation's large cities can contribute importantly to meeting our national aspirations for growth and welfare in the 1980-90 decade. Boston and the nation's thirty largest cities have one-fourth of the country's population but account for one-third of the national output of goods and services. Their productivity is higher because their economic structure favors manufacturing and services, and they have a higher ratio of place-of-work employment to population than other areas.

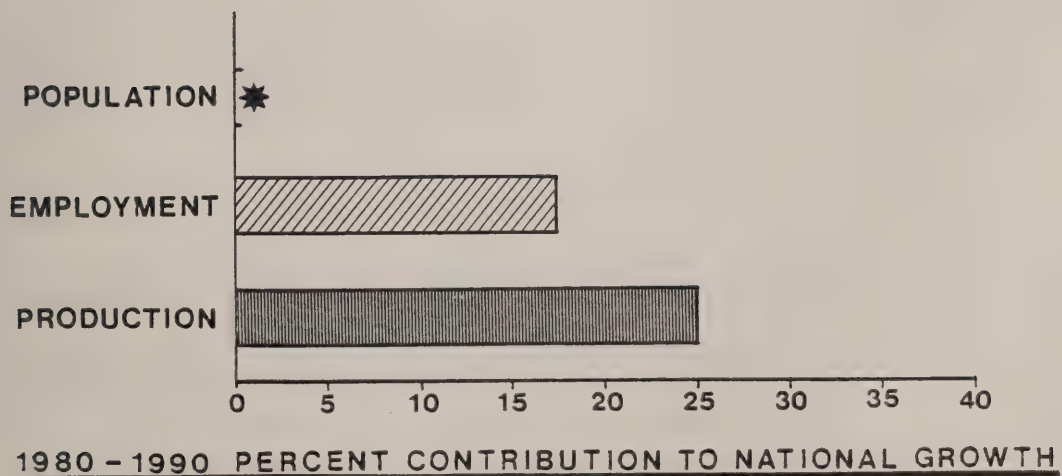
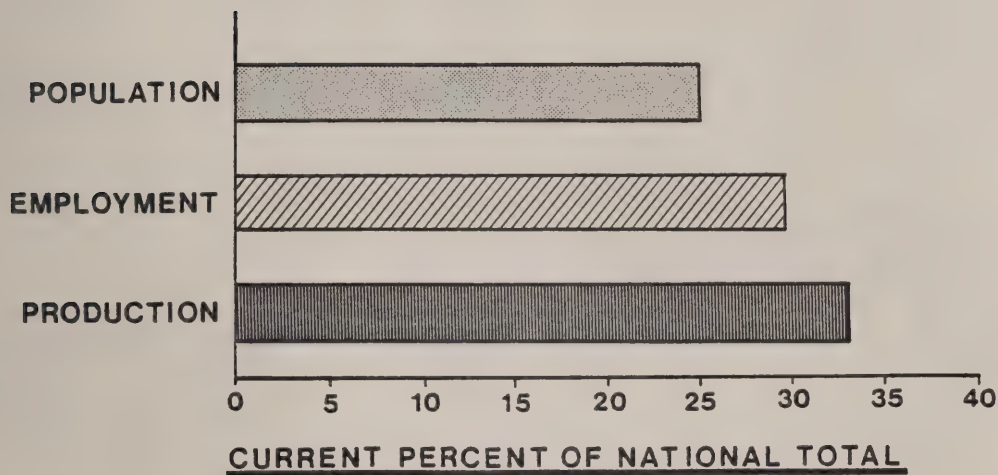
At the same time, the cities also have greater slack in productive capacity. Unemployment rates are above the national average, and they have higher rates of underutilization of public infrastructure and fixed investment in economic base.

The cities' greater margin for improved utilization of slack capacity, and their higher productivity, hold the key to their extraordinary potential

for solution to the nation's needs. The 1980-90 decade will be an era of housing shortages, and the cities will be subject to demand pressures to put into service unused and underutilized housing, and the possibilities for converting other underutilized structures to housing. The broad range of services activities which are expected to lead in national growth are largely concentrated in the nation's big cities, too.

Gains in production and living standards achieved, in part, by taking up slack and through higher levels of productivity, signify a potential for an important advance in national well-being that Boston and the nation's large cities can contribute to the country in its hour (or decade) of need. Advances obtained in this way would require less investment than otherwise --meaning a lesser inflationary impact. The energy efficiency of cities will also come to the fore. In this way, Boston and the nation's cities can be a major element of a success strategy for achieving higher levels of production and productivity while inhibiting inflationary pressures.

**Graph VIII-1 POTENTIAL CONTRIBUTION TO NATIONAL GOALS-
BOSTON & THE NATION'S THIRTY LARGEST CITIES
AS A PERCENT OF U.S.**



*Population loss is expected to stabilize

Source : U.S. Census Bureau; Bureau of Labor Statistics; B.R.A. Research

Table VIII-1
POTENTIAL CONTRIBUTION OF BOSTON AND THE NATION'S
THIRTY LARGEST CITIES TO U.S. ECONOMIC GROWTH
IN THE 1980-90 DECADE

	<u>Values</u>	<u>Nation's 30 Largest Cities</u>	
		<u>Values</u>	<u>As % of U.S.</u>
Population (thousands)			
1980	221,651	55,413	25.0%
1990	243,004	55,000	22.6%
Change	+21,353	-	0
Production of Goods & Services (Gross National Product) (In Billions of Dollars of Constant Value at 1972 Prices)			
1980	1,357	448	33.0%
1990	1,943	596	28.8%
Change	586	148	25.2%
Employment (thousands)			
1980	101,761	29,511	29.0%
1990	118,615	32,462	27.4%
Change	16,854	2,951	17.5%
Productivity (Production per Worker in Dollars of Constant Value)			
1980	13,334	15,174	113.8%
1990	16,384	18,348	112.0%
Change	3,050	3,174	104.1%

Sources: U.S.: Valerie A. Personick, Monthly Labor Review, April 1979,
"Industry Output and Employment: BLS Projections to 1990".

U.S. Bureau of the Census, Current Population Reports,
Series P-25, No. 704, "Projections of the Population of the
United States: 1977 to 2050". Washington, D.C., 1977.

Boston and the Nation's Thirty Largest Cities:

Alexander Ganz and Thomas O'Brien, Public Policy, "The City:
Sandbox, Reservation or Dynamo", Winter 1973; and Boston
Redevelopment Authority, Research Department.

APPENDIX

Table A-1
MAJOR MIXED-USE PROJECTS BY COMPONENT

	Total Investment	Total Private	Total Public	Office Private	Office Public	Retail Private	Retail Public	Hotel Private	Hotel Public	Housing Private	Housing Public	Industrial Private	Industrial Public	Other Private	Other Private Public	Transportation	City Public As A Percent of Total Public
Charlestown Navy Yard	\$ 223	\$ 202.5	\$ 20.7	\$45	\$ 4.6	\$ 7.5	\$.8	\$(45)		\$150	\$ 15.3			0			0
Columbia Point	180	103	77.2	10	7.5	5.5	4.1			78	58.5			\$ 9.5	\$ 7.1		3.0%
Copley Place	296	278.3	18.1	61	4.0	21.7	1.4	150	9.8	5.5	.4			40.1	2.6		0
Dorchester Lower Mills	37	31.3	5.8			.2	.1			4	.7			27.1	5.0		23.3
Fort Point Channel	563	445	118	30	4.8	24	3.8	174	27.8	165	26.3	52	55.3	0			4.2
Roslindale Square	11.9	9.4	2.5			2.8	.7			6.6	1.8			0			70
Southwest Corridor	750 \$2,060.9	0 \$1,068	750 \$992.3	\$146.0	\$20.9	\$61.7	\$10.9	\$324	\$37.6	\$409.1	\$103	\$52	\$55.3	0	\$76.7	\$14.7	0
Lafayette Place	103	70	33			35	16.5	35	16.5					0			75.8%
North Station	704.8	407	297.8	185	135.4	23.4	17.1	32	23.4	65.6	48.0	4.8	3.5	96.2	70.4		9.4
Old Federal Reserve Site	65	65	0	46				19						0			0
Park Plaza	207	120	87.4	48.9	77.1	6.9	1.0	40.0	5.8	11.0	1.6			13.2	1.9		7.8
South Station	150	75	75	30	3.3			45	5.0					0		60	20.0
Theatre District	188	152	36					45	10.7					107	25.3		.6
	\$1,417.8	\$889	\$529.2	\$309.9	\$215.8	\$65.3	\$34.6	\$216	\$61.4	\$76.6	\$49.6	\$4.8	\$3.5	\$216.4	\$97.6	\$60	\$6.7

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